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THE OFFICIAL MAGAZINE OF
THE DEPARTMENT OF THE ARMY

The mission of ARMY INFORMATION DIGEST is to keep personnel of the Army aware of trends and developments of professional concern.

The Digest is published under supervision of the Army Chief of Information to provide timely and authoritative information on policies, plans, operations, and technical developments of the Department of the Army to the Active Army, Army National Guard, and Army Reserve. It also serves as a vehicle for timely expression of the views of the Secretary of the Army and the Chief of Staff and assists in the achievement of information objectives of the Army.

Manuscripts on subjects of general interest to Army personnel are invited.

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COVER: The well-armed, well-trained American serviceman on the ground is a living symbol of our Nation's readiness to contribute to the common defense. His capability for instant deployment, to fight with conventional or nuclear weapons in any trouble spot, helps deter all forms of war.

COMMAND LINE

Army Views on Vital Issues

ON THE MODERN MILITARY ROLE

"Where we once built our military power around the conviction that it should be used only to wage war when our freedom or national sovereignty was threatened, we now think of it as our best hope to prevent war and to hold down the level of any conflict that might occur.

"Our basic national purpose is the preservation of the integrity of the Nation and its fundamental values and institutions. Furthermore, we are committed to the establishment of an international climate of security and stability prerequisite to the just settlement of world problems and the achievement of durable peace. In line with this purpose, we maintain military strength to deter aggression, to halt the expansion of tyranny, to help restrain any belligerence posing a serious threat to world order, and, of course, if deterrence fails, to achieve a quick and decisive victory in any conflict in which we might become involved."

*Secretary of the Army Elvis J. Stahr, jr.,
addressing Sigma Chi Fraternity,
Miami Beach, Florida, 30 June 1961.*

ON LEARNING FROM HISTORY

"The only value in studying mistakes of the past—aside from the obvious pleasure of second guessing other soldiers' battles—lies in the accumulated wisdom that may help us to avoid the same mistakes in the future. In essence, the lessons learned from the errors chronicled in military history is that new developments in armament always require new concepts for their employment. New weapons wedded to old methods of operations will not achieve their full potential.

"General Adna R. Chaffee got to the heart of this matter when he said: '... it may be true in the abstract that the principles of war do not change. It is, nevertheless, absolutely true, that methods do change and are constantly changing. We may study the great captains of the past to learn of their principles, but do not let us be tied too much to their methods. For methods change with every change of armament and equipment.'"

*General George H. Decker, Army Chief of Staff,
before the U. S. Armor Association,
Fort Knox, Kentucky, 12 May 1961.*

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Meeting the threat to free men—



From the President's Address to the Nation 25 July 1961

"We must have sea and airlift capable of moving our forces quickly and in large numbers to any part of the world.

"But even more importantly, we need the capability of placing in any critical area at the appropriate time a force, which, combined with that of our allies, is large enough to make clear our determination and ability to defend our rights at all costs—and to meet all levels of aggressor pressure with whatever levels for force are required. We intend to have a wider choice than humiliation or all-out nuclear action."

• • •

"I hear it said that West Berlin is militarily untenable. So was Bastogne. So, in fact, was Stalingrad. Any dangerous spot is tenable if brave men will make it so.

"We do not want to fight—but we have fought before. And others in earlier times have made the same dangerous mistake of assuming that the West was too selfish and

too soft and too divided to resist invasions of freedom in other lands. Those who threaten to unleash the forces of war on a dispute over West Berlin should recall the words of the ancient philosopher: 'A man who causes fear cannot be free from fear.'

"We cannot and will not permit the Communists to drive us out of Berlin, either gradually or by force. For the fulfillment of our pledge to that city is essential to morale and security of Western Germany, to the unity of Western Europe, and to the faith of the whole Free World."

• • •

"We cannot negotiate with those who say 'what's mine is mine, what's yours is negotiable.'"

• • •

"To sum it all up: we seek peace—but we shall not surrender. That is the central meaning of this crisis—and the meaning of your government's policy."

The President Calls for Defense Buildup

RESPONDING with measured firmness to Soviet threats and warnings regarding the future of West Berlin, President John F. Kennedy in an address to the Nation 25 July set forth the following six-point program of legislative proposals designed to step up United States preparedness:

(1) I am requesting of the Congress for the current fiscal year an additional \$3,247,000,000 of appropriations for the military forces.

(2) To fill out our present Army divisions, and to make more men available for prompt deployment, I am requesting an increase in the Army's total authorized strength from 875,000 to approximately one million men.

(3) I am requesting an increase of 29,000 and 63,000 men respectively in the active duty strength of the Navy and Air Force.

(4) To fulfill these manpower needs, I am ordering that our draft calls be doubled and tripled in the coming months; I am asking the Congress for authority to order to active duty certain ready reserve units and individual reservists, and to extend tours of duty; and, under that authority, I am planning to order to active duty a number of air transport squadrons and Air National Guard tactical air squadrons, to give us the airlift capacity and protection we may need. Other reserve forces will be called up if needed.

(5) Many ships and planes once headed for retirement are to be re-

tained or reactivated, increasing our tactical airpower and our sea lift, airlift, and anti-submarine warfare capability. In addition, our strategic air power will be increased by delaying the deactivation of B-47 bombers.

(6) Finally, some \$1.8 billion—about half of the total sum—is needed for the procurement of nonnuclear weapons, ammunition and equipment.

IN ADDITION, as announced by the President, basic responsibility for the Civil Defense program has now been assigned to the Secretary of Defense "to make certain it is administered and coordinated with our continental defense efforts at the highest civilian level."

Calling for stepped up efforts in this area, the President stated: "I am requesting of the Congress new funds for the following immediate objectives: to identify and mark space in existing structures—public and private—that could be used for fall-out shelters in case of attack; to stock those shelters with food, water, first-aid kits, tools, sanitation facilities and other minimum essentials for survival; to increase their capacity; to improve our air-raid warning and fall-out detection systems, including a new household warning system now under development; and to take other measures that will be effective at an early date to save millions of lives if needed. In addition, new Federal buildings will include space suitable for fall-out shelters, as well as normal use."



THE ARMY IN 1961 AS I SEE IT

**The Honorable Elvis J. Stahr, jr.
Secretary of the Army**

THE distinguishing mark of the United States Army of 1961 as I see it is an alert and progressive attitude in keeping with new and imperative responsibilities.

I sense this attitude whenever I visit an Army unit or talk with Army members. I witness evidence of it all the way from outposts on the periphery of the Free World back to the stations, depots, and proving grounds in America, and to the very nerve center of the Army in the Pentagon.

It is an attitude that reflects the fact that, for the first time in our history,

the Army is charged with a peacetime mission as vital as any it has ever fulfilled in battle.

With militant Communist imperialism—which respects strength and strength alone—on the march in many areas of the world, and with mighty forces available to the hand of man which could destroy civilization, we can no longer afford to think of our Armed Forces as instruments only for fighting war, but, outstandingly, as instruments for preventing war—and for driving down the level of war should actual conflict break out.



Typical of trips to many installations, Secretary Stahr inspects honor guard at Fort Bliss, Texas.

The fact that the principal peacetime purpose of maintaining Armed Forces is to prevent war, coupled with the nature of the current world-wide threat and the great military power maintained by others, makes it absolutely essential that our Armed Forces offer a credible deterrent to all forms of war by being clearly able and ready to fight successfully any kind of war, anywhere, at any time.

We are far more likely in the years just ahead to find ourselves in situations of limited war than in an all-out thermonuclear conflict. If the so-

called "brush fires" are promptly and effectively dealt with, the possibility that they will mushroom will be extremely small.

Although all members of our Armed Forces most definitely would be essential to victory in limited war, it cannot be denied that the Army would play a *pre-eminent* role under most

circumstances. Therefore it plays a major role in deterring limited aggression. This consideration is reflected in our "forward strategy," which involves the stationing of substantial combat-ready land, sea, and air forces overseas, prepared to deal quickly and effectively with enemy action.

The major portion of these forces are Army units capable of conducting sustained and successful land operations with conventional weapons while remaining capable of using tactical nuclear weapons should it become necessary. In addition, United States Army personnel are serving in Military Assistance Advisory Groups and Missions in over 40 countries—contributing greatly to the readiness of our allies.

The well-armed, well-trained American serviceman on the ground is a living symbol of our readiness to contribute to the common defense—a symbol that both allied peoples and potential aggressors can see—a visible and effective deterrent to war.

The response of the whole Army to the new challenges of its mission is truly impressive. No longer mere custodians of yesterday's military art, for the most part assigned to a dreary peacetime round of routine garrison duty at isolated posts, its members have a dynamic sense of urgency and purpose. Army planners and technologists live in a ferment of new and daring ideas. Army units both at home and abroad—including the units of our Strategic Army Corps and high priority units of our Ready Reserve—are vigorously perfecting themselves in the most modern techniques of war. Combat elements deployed in strategic areas beyond the Nation's boundaries live in the alert fashion of pioneers manning the palisades of a wilderness fort. All Americans can be proud of their morale, bearing, fearlessness, and high state of combat readiness.

We must bear in mind, however, that despite all our noteworthy achievements, we still have a long and perhaps

rocky road to travel before we reach our goals for the Army of the future.

ALTHOUGH our research and development efforts since World War II have enabled us to keep abreast of the accelerated advance of science and technology, and we have competed successfully with any possible adversary in the contest for technological supremacy in Army weapons systems and equipment, only relatively small quantities of these really modern items—in relation to our needs—have actually been produced and made available for operational use, which precludes our considering ourselves as yet a thoroughly modern Army.

Tangible and heartening evidence of the growing recognition of this simple fact is reflected in the budget. The Army received less than \$1.5 billion for weapons and equipment in fiscal year 1961. A higher initial request, plus the President's three consecutive add-ons since January of this year, have resulted, as of this writing, in a budget request of more than \$2.5 billion for this same purpose. Moreover, a most intensive continuing study of the Army's materiel modernization needs has been authorized by the Secretary of Defense, looking to a stepped-up rate of procurement of items with the greatest potential for a substantial escalation of the Army's firepower and mobility.

Increased procurement of the splendid materiel already developed is not, however, the ultimate objective of our modernization program. We must keep our sights always trained toward tomorrow. It is imperative that we maintain a qualitative advantage through the years to come, and, as far as we possibly can do so, progressively increase it.

For example, we can consider ourselves particularly well off at present in the fields of improved firepower and battlefield communications, but development of battlefield mobility—that other essential to any Army that

must shoot, move, and communicate—has lagged in comparison. Finding ways to improve battlefield mobility by means of both ground and air vehicles certainly is one of the most important of the many problems we face.

When we take into consideration the length of time which ordinarily must elapse between the inception of a new idea and its translation into a useful piece of military hardware, it becomes apparent that we cannot afford to rest for a moment on any accomplishment, but must move forward with utmost speed to anticipate each succeeding requirement.

In this age of spiraling technology and ceaseless shifting in the emphasis of the threat against us, nothing is static. Rapid, revolutionary change will be the rule of our life, and obsolescence our constant companion. This is true not only in the case of weapons and equipment, but also of doctrinal concepts and organization. We must continually up-date our *thinking* if we are to keep pace with the world situation and utilize most effectively the new technological developments which are coming along in endless procession.

The process of organizational evolution, for instance, must never cease. Some five years ago, the reorganization of our divisions under the pentomic concept was undertaken as a means of giving our Army increased ability to fight under conditions of either atomic or non-atomic war. Now we are about to embark on another complete reorganization in order to take fuller advantage of technological advances and cope with the changing environment of peril.

The new division organization will give us more adaptable and flexible units which can be tailored precisely to the varied requirements of the complex world-wide threat we will face in the next few years, but of one thing we can be sure: it will not be the final answer. There can be *no final answer*

to any of our problems. Beyond every achievement there will always loom a new requirement which we must strive to fulfill or fail in the struggle in which we are engaged.

Deployment in Depth

THE Army currently maintains forward deployments of five divisions and supporting troops in Europe and two in Korea. These deployments are backed up by our Strategic Army Corps (STRAC)—built around one infantry and two airborne divisions on constant alert here in the United States—ready, as rapidly as the requisite airlift can be made available, for movement to any place they may be needed. As further support for our heavy commitments in the Far East, we have an additional division split between Hawaii and Okinawa.

We are seeking to strengthen the Strategic Army Corps in order to improve its capability to deal with multiple threats of limited war in great areas around the periphery of the Free World where no United States forces are now stationed. It is preferable to have each airborne division backed up by an infantry division to ensure staying power as well as a sharp initial thrust.

In addition to STRAC we have three other divisions stationed in the United States. We propose as early as possible to increase their capability and readiness by relieving them of their current responsibilities for the training of individual replacements. To do so will, of course, require enlarging our training base.

We also wish to strengthen the separate airborne brigades being formed both in Europe and the Pacific area which will be available for independent operations. The need for such independent and highly responsive forces was quite evident during the Lebanon operation of 1958 for which we were forced to deploy two airborne battle groups from Europe, thus weakening the already minimal shield forces as-

signed to NATO for the ground defense of Europe. Nobody could issue a guarantee to this country that in the next few years we will never have to fight in more than one place at once!

We intend to double the size of the Army's Special Forces trained in the techniques of counter-insurgency operations and guerrilla warfare. These forces will increase our capability to provide training assistance and operational advice to the armed forces of Free World countries faced with actual or potential problems of Communist-inspired guerrilla action.

Building Army Strength

IT IS quite evident that our Reserve Forces will again play a major role in any war emergency that may arise. In order to meet the unprecedented demands of the present world situation, they must be stronger, more

effective, and more combat-ready than ever before. Although many of our Army Reserve and National Guard units are in a better state of preparedness than at any time in their peacetime history, there is still room for improvement if they are truly to constitute a visible and impressive part of our defense strength and deterrent posture.

It is a prime objective to bring selected units at the earliest practicable date to a point where they are ready to be mobilized almost instantly and take their place on the battlefield on a time schedule geared as closely as possible to that of the active forces. We are in dead earnest about this.

The plan worked out after intensive study of the problem will strengthen a major portion of the Ready Reserve to a point where two combat-equipped division forces could be de-

The Secretary's Program—Advancing Army Readiness

MOVING promptly to implement the goals set forth in President Kennedy's 25 July address, the Department of the Army announced establishment of a new Army Training Center at Fort Carson, Colorado, capable of handling 16,000 trainees at one time. Three training divisions are to be converted into regular combat divisions under the United States Continental Army Command — the 1st Infantry Division at Fort Riley, Kansas; the 2d Infantry Division at Fort Benning, Georgia; and the 2d Armored Division, Fort Hood, Texas.

In a press conference on 16 August, Secretary of the Army Elvis J. Stahr, jr., outlined a 12-point program to strengthen Army manpower:

1. Enlisted men's terms of service that would normally expire on or after 1 October 1961, but before 3 June 1962, will be extended for periods not to exceed four months. . . .

2. Officers currently serving on six-months active duty for training will be extended to not more than one year additional active service beyond their current six-month period.

3. Officers commissioned through the ROTC program and not yet ordered to active duty or active duty for training will be ordered to active duty for 24 months. . . .

4. Reserve officers on active duty who complete their two-year obligated tours during the current fiscal year will be encouraged to volunteer for extended active duty. If the number of volunteers is not sufficient to meet requirements, officers of this category will be extended up to one year.

5. If volunteers are not sufficient to satisfy specific requirements in certain essential skills, selected individual enlisted and officer Reservists not now in units will be recalled to active duty for not more than 12 months.

6. Overseas tours for Army personnel will be extended effective 1 October. Tours will be extended six months in areas such as Japan and Germany and three months in areas such as Korea.

7. Selective service will call 25,000 men in September, to be followed by an estimated call for October of at least 20,000.

8. Doctors, dentists and other male medical specialists will be inducted as re-

played, if necessary, within three weeks, followed by two more on five weeks' notice, and six additional at the end of eight weeks. Implementation of this concept will add greatly to the Army's conventional military power—a critical requirement.

Decreasing the deployment time of Ready Reserve units, however, is no solution to the perennial problem which has plagued peacetime Army planners throughout its history—the need for adequate manpower in the active establishment to ensure the instant capability it is the active Army's job to provide.

It is for this reason that the President authorized an increase in our strength to approximately one million. I am sure that if it becomes apparent that more men will be required in the future, a further upward adjustment will be made. It is imperative,

however, that we squeeze the absolute maximum of combat power out of the strength we are given.

THE United States Army represents, stands for, and is strength for America. It is solid power for the preservation of the Nation and its fundamental values and free institutions. It is as true today as it was in 1775 that when the chips are really down, when the going is really tough, when there is a real job to be done, the Nation looks to the Army for a powerful and victorious response—and it has never failed the test. I'm proud to be associated with it. I'm proud to be a colleague of all the dedicated men and women who are striving to make it an ever better Army, an ever more capable Army—an Army which lives up in every way to what the American people have a right to expect of it.

quired if there are insufficient volunteers. Nurses will be recalled from the Ready Reserve Mobilization Reinforcement Pool as required.

9. The Ready Reserve obligations and enlistments of personnel in reserve component units and the Ready Reserve Mobilization Pool which would otherwise expire between 1 October 1961 and 30 June 1962, will be extended by one year. . . .

10. Enlistments for six months of training under the Reserve Forces Act will be restricted, starting 1 September and extending to December, 1961, to young men under 20 years of age, and no RFA personnel will be accepted for active duty for training during that same period. Training centers cannot accommodate further RFA training loads in the early stages of the buildup of active Army forces.

11. The active duty of RFA personnel now in training will not be individually extended but they will be fed back into their Ready Reserve units unless they choose to enlist in the regular Army.


12. We have designated and are alerting 113 units of the Army National Guard and the Army Reserve as priority units for possible call to active duty.

These units, which include combat, combat support and port operational organizations will total over 23,626 officers and men when at full strength. They will receive trained reinforcements from the Ready Reserve Mobilization Pool to bring them to full strength, and those reinforcements are also being alerted.

The additional personnel strength thus derived, the Secretary noted, will enable the Army to carry forward five main readiness measures—reinforce our forces in Europe; add both combat, combat-support, and logistical units to create a more combat-ready posture for United States Army, Europe; double the number of combat-ready divisions in the Strategic Army Corps to provide six divisions in STRAC status as well as additional non-divisional units necessary for a balanced force capable of immediate deployment; add to the training and logistics base to provide reinforcements and replacements in event of hostilities; and finally, more than double the size of the Special Forces for counter-guerrilla and other forms of sub-limited war.

**Building a nation's defense force anew is the record of
MAAG, Republic of China—**

A Decade Of Service



On Taiwan

SFC Charles W. Curry

BUILD an Army in a decade? Although seemingly an impossible feat, the thousands of Americans who have been assigned to the Military Assistance Advisory Group to the Republic of China materially assisted in doing just that.

When Major General William C. Chase and his staff of five officers arrived on Taiwan in May 1951, there were only those Nationalist forces that were able to withdraw from the mainland of China with President Chiang Kai-shek.

After a comprehensive study of

what the Chinese Army, Navy and Air Force had in the way of armament and supplies in hand, General Chase reported his findings. The Army was found to be poorly equipped with Japanese, Russian, German and American weapons and with only the small amounts of supplies and ammunition that they were able to carry with them. Organizations were incomplete; training was haphazard and only at platoon or company level.

The Navy had a few landing ships and smaller patrol craft which, like most of the other equipment, had been furnished through World War II Lend-Lease.

The Air Force, although staffed with many gallant pilots, was using World War II F-51 Mustang fighters and a few outmoded B-25 Mitchell bombers and B-24 Liberators.

SERGEANT FIRST CLASS CHARLES W. CURRY is assigned to the Information Office, Military Assistance Advisory Group, Republic of China. He is a graduate of the Army Language School at Monterey, California, where he studied Chinese-Mandarin and Japanese.

All in all, the picture of the Chinese Armed Forces in 1951 was not very bright.

General Chase and his staff immediately made many recommendations to strengthen the existing forces by combining them into full-strength units patterned after the triangular division of World War II with certain modifications to bring the organizations more in line with their capabilities and mission.

Growing Organization

AT THE close of 1951, there were 360 American officers and enlisted men, representing the three services, working directly with the Chinese Armed Forces in the field and in organizational positions in the higher headquarters. By 1955 the advisory effort had expanded from the basic reorganization stage into the actual training of personnel in tactical and service units. The service school systems had been revamped and staffed with instructors who had either attended schools in the United States or were honor graduates of the local service schools.

In August 1955, there were 2,347 officers and enlisted men assigned to the Military Assistance Advisory Group—the peak strength in the past decade. Because the Chinese Armed Forces are basically a ground force, the Army Section was the largest of the three service sections with 1,886 personnel.

As the Chinese soldiers learned to operate the many types of equipment that were being furnished and leaders learned the tactics and techniques of operation, the number of Army advisers in the field was decreased. Advice on management and staff procedures was then intensified at the higher echelons and headquarters, with added

On the tiny island of Ta-Teng, a Chinese Nationalist officer keeps watch over Communist mainland nearby.





Only woman among the MAAG advisers is Major Edith E. Snow, here visiting class at 801st General Hospital.

emphasis on the delineation of command responsibilities.

In addition to the regularly assigned personnel in the MAAG, which by this time was the largest such unit world-wide, many special Mobile Training Teams were sent to Taiwan to introduce different types of new equipment. In addition, many manufacturers' Technical Representatives have given expert technical advice on equipment delivered to the Chinese.

Under the training portion of the Military Assistance Program, some 5,523 military personnel from all branches of the Chinese Armed Forces have been sent to the United States for specialized training. This figure does not include the hundreds of officers and enlisted men who have gone to Japan, Korea, Okinawa, Hawaii and the Philippines for certain phases of their training.

In all, nearly two billion dollars worth of equipment, materiel and training has been furnished to the Republic of China in the past decade.

MAAG Chiefs

MAJ. GEN. George W. Smythe replaced General Chase as Chief MAAG in June 1955, and continued his policies to improve the Chinese military forces at every level.

Next, Brigadier General Theodore F. Bogart took over as Acting Chief until the arrival of Major General Frank S. Bowen, Jr., in September 1956.

General Bowen, who had commanded the 187th Regimental Combat Team (Airborne) in Korea and had been Commanding General of the 101st Airborne Division during its reactivation at Fort Jackson, South Carolina, took a keen interest in the airborne capabilities of the Chinese Army—an interest reflected in the high standards that exist today in the combat-ready Chinese Army Airborne Regiment.

Shortly after the arrival of Major General Leander L. Doan, who followed General Bowen as Chief, the Chinese Communists started an attack against the off-shore island complex of Kinmen (Quemoy). The attack, which started on 23 August 1958 with an artillery barrage of over 57,000 shells, lasted for 44 days, during which time more than 600,000 artillery and mortar shells hit the island complex.

TO show the Communists the Free World determination to resist any attack against Taiwan proper, the Military Assistance Program was accelerated. Many heavier artillery weapons,

such as the 8-inch and the 155mm gun, were delivered and emplaced on Kinmen (Quemoy) to counter Communist batteries on the mainland.

Also at this time, the U. S. Army 2d Missile Battalion, armed with the sophisticated Nike-Hercules missile, was deployed to Taiwan. After organization and training of Chinese personnel in its use, the Nike-Hercules was transferred to the Chinese Army—the first of America's allies to receive and man this surface-to-air defense weapon.

The first missile battery was operational only 54 days after arrival in Taiwan, a feat that was made possible through the close cooperation and hard work of the Chinese and American officers and enlisted men. (See "Nike Construction on Taiwan," April 1960 DIGEST.)

Air Force Strengthened

TO MEET the demands of modern warfare, the Air Force stepped up its pilot and ground crew training. Chinese airmen were trained in the operation and maintenance of the supersonic F-100 Supersaber, the first of the Century series aircraft they were to receive.

Later the RF-101 Voodoo substantially strengthened their reconnaissance capability. Delivery of the F-104 Starfighter, one of America's fastest jet fighters, enables Chinese airmen on Taiwan to cross the 100-mile wide Taiwan Strait in less than ten minutes to intercept any invading Communist aircraft.

The present "work horse" of the Chinese Air Force defense system is the F-86F Saberjet which has proven itself in combat many times. The Chinese Air Force also has received a number of the all-weather F-86D aircraft; this type employs a unique radar gunnery system which adds greatly to the all-around defense of Taiwan.

During the 1958 crisis, the Chinese Air Force was credited with shooting

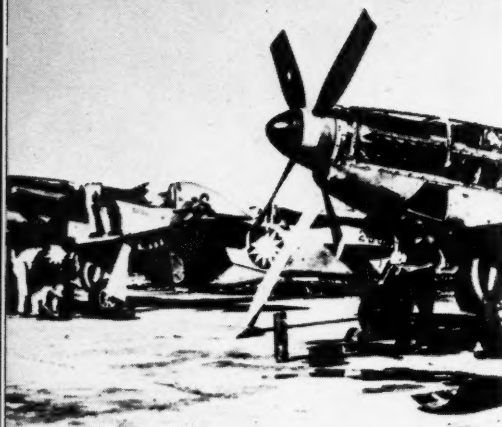


When "general quarters" sounds during a drill, gun crews of a destroyer escort man their battle stations.



Recently delivered M-41 tanks maneuver, above, while a U. S. Air Force expert advises on weapons, below.





A study in contrasts—not long ago the Chinese air force was flying these F-51 Mustangs, propeller-driven fighters.



Today the F-86F armed with Sidewinder missile, above, or F-104 Starfighters below add to strength of the air force.



down 32 Communist MIG-17s and damaging 12 while losing only two. Part of this high "kill" rate was attributed to the use of the heat-seeking Sidewinder air-to-air missile, while the major reason is unquestionably the skill of the Chinese Air Force pilots. Many of these pilots have more than 2,000 hours flying time, most of it in jet aircraft.

The Chinese Air Force transport and cargo carrying capability has been greatly increased with the delivery of the C-119 Flying Boxcar, which can fly faster, farther, and carry more cargo than the C-46 Commando which has been in service since World War II.

The alertness of the men who operate the radar sites of the Aircraft Warning and Control System is noteworthy. The system has been completely revamped; inter-site and control communications have been improved. With the new equipment installed, these quick acting defenders can watch every move within their sector of responsibility and, within minutes, have interceptor aircraft on the way to investigate unknown invading aircraft.

Navy Preparedness

CHINESE military authorities have stated that control of the Taiwan Straits gives their Navy a strong advantage over any invading hordes attacking Taiwan from the Communist-held mainland. Enforcing a blockade of the two strategic mainland ports of Amoy near Kinmen (Quemoy) and Foochow on the Min River near Matsu would preclude the Communists from launching a massive attack in an overnight operation.

Ships carrying invasion forces from more distant ports would have to remain on the high seas during daylight hours and could easily be spotted by the Chinese Navy or Air Force patrols and intercepted. Fishing ports directly opposite Taiwan are considered too small for the Communists to

mount the striking force necessary for a successful attack against Taiwan.

Destroyers and destroyer escorts of the Chinese Navy are bolstered by many patrol frigates and other small patrol craft that keep a close watch on the coastal activities of the nearby Communists.

During the past ten years, the Chinese Navy has received more than 100 miscellaneous amphibious craft. Recently it accepted a Landing Ship Dock (LSD) which has the capability of repairing smaller landing craft on the spot or transporting several hundred troops and their landing boats for quick operations across wide stretches of water. Personnel have been trained in fast amphibious operations, making it possible to move many more tons of ammunition and supplies over beaches in support of the off-shore islands.

The Chinese Marine Corps has been hardened into a highly efficient and capable amphibious fighting force.

MAAG's basic mission on Taiwan has been, and will continue to be, to deliver equipment and materiel to the Chinese Armed Forces, help train their soldiers, sailors and airmen to operate the equipment, and then to perform an inspector's role by observing and reporting on the program accomplishments and the end-use of equipment furnished under the Military Assistance Program.

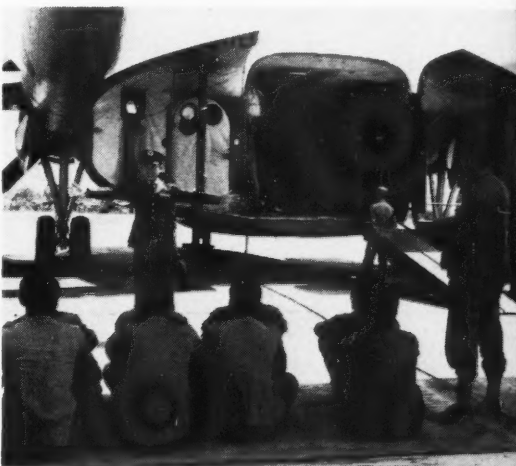
Building Goodwill

BY THEIR personal interest in the life and culture of the Chinese, individual members of MAAG and their families have added greatly to the overall effect of the program.

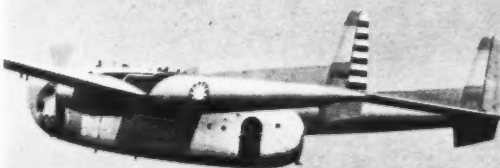
Many lasting friendships have blossomed between Americans and Chinese. Through these associations, the advisers were able to convey, on a person-to-person basis, the sincerity of the American people in their desire to strengthen the Chinese, both militarily and economically, and their



A trooper in jumpmaster course gets final checking over by U. S. sergeant adviser and a Chinese instructor.



Air transportability class gets training in loading a C-119 Flying Boxcar, above. Below, Chinese students stage jump.





Serene reflections of bridge and landscape in Taipei park create a peaceful setting on island which maintains constant vigil against Communist aggression.

willingness to help defend the Chinese way of life and right to freedom.

Families of MAAG officers and enlisted men began arriving in 1952. With their arrival, many new services were needed. Housing had to be found, and, in most cases, land owners and businessmen built new houses. Household help was needed to take care of the local appliances—the

kerosene two-burner stoves and coal-burning hot water heaters. The household help also had the important task of acting as interpreters and shopping in local markets.

In towns and villages across the island wherever American housewives were found, there was always a need for appliances, repairs, house decoration or a piece of furniture. As a result, many handicraft producers benefited greatly from the ideas generated by American women. The local Taiwanese handicraft display center, presently under ICA guidance, was started by MAAG personnel.

Playing a magnificent People-to-People role are the many American women's clubs scattered across Taiwan. Every woman's club on the island has its welfare group which helps destitute children in orphanages supported by the Chinese Armed Forces. In October 1959, members of the Headquarters officers' wives welfare group presented a ten-unit apartment building to the Chinese for the use of military dependents. In all, more than twenty apartments have been donated

"A Good Man Did a Good Thing" says scroll presented to Sgt. Philip C. Jeszeck by residents of village he befriended.



to military personnel and their dependents.

There have been many acts of heroism on the part of Americans in rescues and rescue attempts. Outstanding among these is SFC Mitchell Opas who, during the heavy bombardment of 23 August 1958, "constantly exposed himself to heavy artillery fire to rescue seriously wounded Chinese soldiers." For this he received the Soldier's Medal.

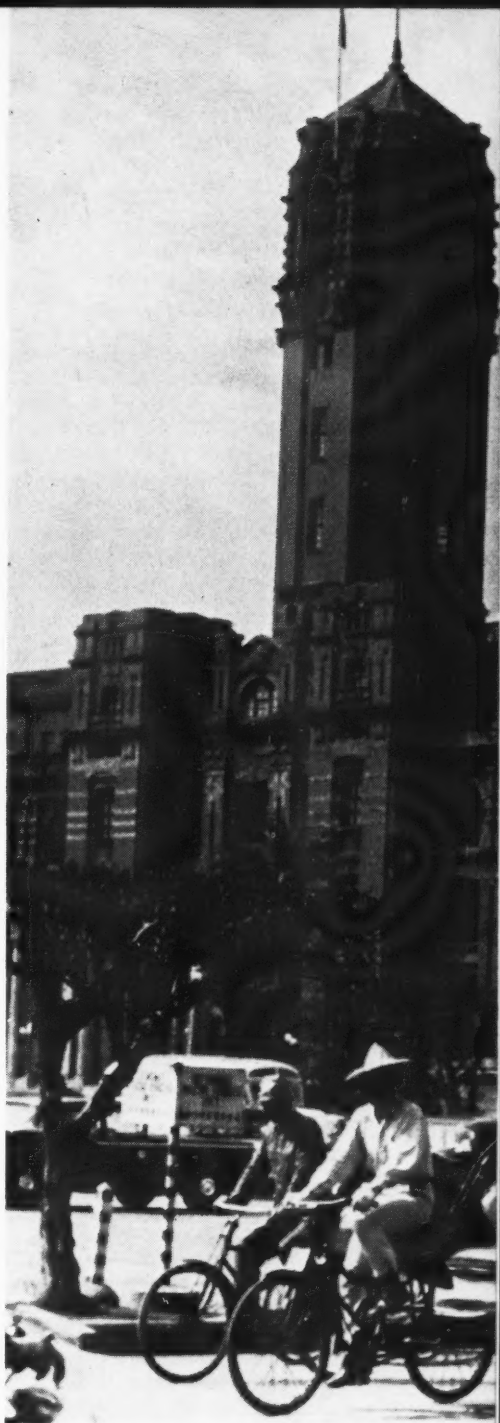
In Ilan, a small isolated town on the northeast coast of Taiwan, Sergeant Philip C. Jeszeck, an adviser to the Chinese Army Signal School, befriended a destitute family, took the seriously ill father to the hospital and offered to pay his bills. The Chinese young man died; Jeszeck paid for his funeral and provided assistance to his impoverished younger brother.

Since then, the Jeszecks have adopted a young Chinese girl whose mother had died and whose father was unable to care for her.

The feelings of the local Chinese people in Ilan toward the Sergeant can best be described by the inscription on a scroll presented to him in appreciation by the city's mayor: "A good man did a good thing."

PRESENT Chief of the Military Assistance Advisory Group is Major General Chester A. Dahlen, who came to Taiwan in September 1960 from duty as Assistant Commandant of The Infantry School, Fort Benning, Georgia. Experienced as a combat commander in Korea, he is well aware of the needs of the Chinese Armed Forces for the defense of the island bastion of Taiwan.

U. S. Army officers and enlisted men who have served with the Military Assistance Advisory Group to the Republic of China have every right to be proud of the achievements of Free China's Armed Forces and their part in building its present strength and ability to defeat any Communist aggression.



Bicycles and pedicabs fill street of Taipei near government buildings of Republic of China.

*The clash of ideologies and civilizations
in a fusion of war and peace
calls for new thinking*



In the Shadow of

Colonel James D. Atkinson

In the following article, the author's use of the term "unconventional warfare" to identify the broad conflict between the Communist and non-Communist worlds should not be confused with the Army's accepted definition, narrower in scope, of unconventional warfare as "the three interrelated fields of guerrilla warfare, evasion and escape, and subversion."—Editor.

W of War

WHETHER or not it has been the shadow of atomic war which induced aggressors to turn even more strongly to means of conquest other than those of an obviously military nature, the introduction of nuclear weapons hastened the maturity of a new pattern of warfare.

This unorthodox warfare was not new if each part of it—propaganda, for example—were to be viewed in isolation. Its techniques had been developed through both theory and practice over the course of many decades. But never before the post-World War II period had this mode of warfare been carried on so vigorously, with such coordination, and in so many parts of the globe. The utilization of such wide, almost bewildering varieties of semi-warlike methods of aggrandizement as part of a concerted grand strategy was new.

In the years after World War II this new warfare was brought by the Communists to a near-perfect state. It was called by some "cold war." General William J. Donovan, World War II Chief of the Office of Strategic Serv-

ices, believed that a more all-embracing term should be used rather than "cold war." Hence he began using the term "unconventional warfare" in order to describe the new pattern of neither peace nor war.

The late Father Edmund A. Walsh, S.J., founder of Georgetown University's pioneering School of Foreign Service, and one of the earliest scholars fully to understand the significance of the Communist seizure of power in Russia, has said that the Bolshevik Revolution constituted the most important event in recorded history since the fall of the Roman Empire. Certainly the transformation of Marxism from a theoretical concept into an armed doctrine made real by its possession of a great permanent land base and by its harnessing to the dynamo of Russian imperialism has had an earth-shaking impact on the conduct of international affairs.

COLONEL JAMES D. ATKINSON, USAR, Associate Professor of Government at Georgetown University, Washington, D. C., is author of "The Edge of War" (Henry Regnery Company, 1960). The views expressed are those of the author and not necessarily those of the Department of the Army.



It has had an equally profound effect on the development of the multi-form possibilities of unconventional warfare and correspondingly on the content and meaning of the terms "war" and "peace." These words were once more or less generally understood in the same way by all persons and all governments throughout the world. Today nowhere is the impact of the Bolshevik Revolution more apparent and nowhere are there greater diversities than in the meaning of the terms "war" and "peace" as they are understood by the Communist world and by the non-Communist world.

The Essential Basis

ALTHOUGH the realization that "peace" and "war" do blend into a sort of ill-defined grey amorphous state that is partially both and partially neither is a concept which has become rather more familiar to people in the democracies in recent times, it is as yet not fully accepted. The generality of men—and even some specialists—still tend to think in terms of the traditional distinctions between "peace" and "war." Hence they do not always accept the idea of the mixture of the two which is in essence the basis of unconventional warfare.

The Communists have, without specifically using the term, practiced unconventional warfare for more than four decades. Lenin took the Marxian theory of the constant struggle between the proletariat and the bourgeoisie and developed it markedly. He applied it to an all-embracing area of conflict in which cultural, psychological, political, conspiratorial, and economic techniques would not so much support armed forces as in the past, but would rather supplement and even supplant armed force used in orthodox ways.

On a highly pragmatic basis, too, unconventional warfare has had a definite appeal to Marxists-Leninists. Unlike orthodox warfare, it has greater possibilities for expansion and con-

traction. It can be heated up close to the boiling point, as in the case of the Berlin Blockade or Indo-China. It can be cooled down and made to consist only of propaganda efforts, covert intelligence operations, or long-range argumentation and diplomatic maneuvering in support of political warfare.

Thus as long ago as the Communist-sponsored World Assembly for Peace in 1955, the ground was prepared for the present intense political warfare and diplomatic pressure in the fields of disarmament and economic and cultural exchanges, and with regard to the so-called German problem.

The Broad Spectrum

UNCONVENTIONAL WARFARE therefore embraces a broad spectrum of conflict. It includes propaganda, economic warfare, sabotage, espionage, subversion, strikes, civil disturbances, terrorism, political warfare, and guerrilla warfare. And all these can, of course, be used singly or in concert for an immediate objective or in furtherance of the overall grand strategy.

Peripheral warfare is also included in the concept of unconventional warfare. The Korean War was an example of the employment of almost all the forms of unconventional warfare, including peripheral or limited war. Unconventional warfare thus employs both non-violent and violent techniques, but perhaps its most distinctive characteristic is that it blends the violent and the non-violent into a new synthesis of warfare.



The Evolution

OF COURSE, Marxism-Leninism has not been solely responsible for bringing the techniques of unconventional warfare into the world. Mankind has seen espionage carried on almost from the dawn of history. The makers of the French Revolution experimented with many methods of unorthodox warfare. In the nineteenth century, economic warfare (the Embargo and other acts) was used as a device short of open war.

In the latter part of the nineteenth century and in the early decades of the twentieth, developments in the communication of ideas helped in the evolution towards new forms of warfare. The telephone and radio, the typewriter, duplicating machines, printing advances, and high-speed still- and motion-picture photography gradually provided the means that made a wide variety of unconventional warfare techniques feasible.

Most important, the formation of an intelligentsia of numbers (a seeming contradiction) has made possible the sustenance of political movements dedicated to revolutionary change in a manner not previously possible. It is a truism that revolutions are not made by the masses. It follows that the conduct of unconventional warfare with its many-faceted activities can be conducted on a sustained and extensive scale only if there exists an intelligentsia to furnish the cadres for work of this kind.

Some light on the importance of the modern intelligentsia may be gathered by Mr. M. R. Masani's cogent observation that the ruling class in Asia is "neither the landed aristocracy nor the capitalists but the articulate urban educated class; this is the class which creates public opinion and makes and unmakes government . . . [and has] a strategic importance out of all proportion to their numerical or economic strength."

In this connection it is well to recall Lord Bryce's much earlier dictum that

ten men who care are a match for a hundred who do not. This is particularly applicable to revolutionary organizations, resistance movements, and especially to the conspiratorially trained, highly disciplined, para-military parties that made the Soviet, Chinese Communist, and Nazi seizures of power possible.

The Practice

SCIENTIFIC achievements have continued to add greatly to the possibilities inherent in the organization, operation, and maintenance of politico-revolutionary parties, guerrillas, and resistance and underground movements. World War II experience in the formation or expansion of resistance movements and the continuing cold war from 1946 onward have demonstrated the possibilities for the future conduct of unorthodox operations through the use of conventional aircraft, helicopters (and still more recently vertical take-off aircraft), radio and wireless telegraphy, photographic equipment, highly compressed foodstuffs and drugs, and weapons of light weight but greater firepower.

Finally, it would seem that modern complex society is more vulnerable to attack by unconventional methods than was an earlier and somewhat more primitive society. The paralysis which resulted in Singapore from a Communist-inspired general strike in June 1955 is illustrative of the sensitivity of today's highly organized, closely interlocking society to unconventional warfare.

But the political leaders, military authorities, writers and analysts of the non-Communist world have not been entirely unaware of the meaning of new forms of conflict. The history of the resistance movements in German-occupied countries during World War II indicates that the democracies possess both extensive assets and the know-how for waging—and waging successfully—this highly specialized version of combat.

The latent possibilities of unconventional warfare were earlier demonstrated to the Western democracies during and immediately after World War I. There was, however, a general failure to study the lessons of the British Colonel T. E. Lawrence's adaptations and innovations in guerrilla warfare in the Middle Eastern desert areas and of the partisan operations of the civil war in Russia. Even less attention was devoted to the operations of the Irish revolutionaries (1916-1921), although a very great deal could have been learned from them.

The Refinement

THE Communists, on the other hand, have studied the history of the unorthodox warfare. As a result of their success with unorthodox methods during the seizure of power in 1917, and even more because of their intense emphasis on political-psychological factors, they have grasped more quickly and more surely than their opponents the concept that unconventional warfare can be waged even more favorably under the cloak of ostensible peace than under conditions of open and declared war.

In the years after World War II the Communists improved, refined, and extended their techniques of unconventional warfare. Indeed they have carried both war and peace to a higher threshold in a supreme effort to disintegrate all existing societies and cultures.

The Communists intend not to *explode* but patiently to *disintegrate* all non-Communist societies. They have conjoined both war and peace so that all of man's activities—art, science, literature, music, the drama, the techniques of warfare—are harnessed to Marxists-Leninists canons that delineate precisely what a totally new world ought to be on every plane. They are engaged in a conflict of *civilizations*, that is of such magnitude that it should be called *polyreconic* warfare—the fusing of war and peace.

The Confrontation

THUS the United States and the Free World are confronted with a devious Communist strategy that is deliberately designed to confuse and blind them as to the nature of the threat. Avoiding the decisive military encounter, Communist military power has warred upon the West by means of auxiliaries, national liberation guerrilla movements, front organizations, and so-called volunteers.

This proxy tactic—carefully coordinated with economic, psychological, and political blandishments and pressures—cloaks the challenge with ambiguities. It has succeeded in keeping the provocation below the level of traditional open war. It has not presented that precise cause which historically has provoked the West to resort to force. It has monopolized, thus far, the strategic initiative for the Communists and kept the West in a reactive and defensive frame of mind.

Military power has a wide range of applications. In the area of low-intensity conflict—the cold war and “peaceful coexistence”—it can be coordinated with the exercise of other forms of power, and be developed, organized, and employed in varied situations without the risk of escalation. The many capabilities of military means can be applied most effectively to situations that range from those relatively peaceful, to those characterized by subversion and insurgency or large-scale guerrilla warfare.

In all instances the utility of organized force must be identified with, and directed to, the basic needs of the people. These needs may range from improved medical care, roads, and simple water development to the physical protection of property, means of livelihood, and individual freedom. It is this intimate association between the utility of military means and the basic aspirations of the people that have contributed so much to Communist success in the cold war.

The Response

THUS far the Free World response has failed to take full advantage of the versatility of military power and employ it as subtly and persistently as the Communists. To waver between the choice of unlimited use of force and abdication of force would only continue the initiative for the Communists. However, President Kennedy is taking positive steps to improve our military capabilities for low-intensity conflict.

More and better equipment for this type conflict is being acquired. Special forces are being expanded. Training of United States and indigenous military personnel in the tactics and techniques of the Cold War has been increased and intensified. Military assistance program levels for this type of

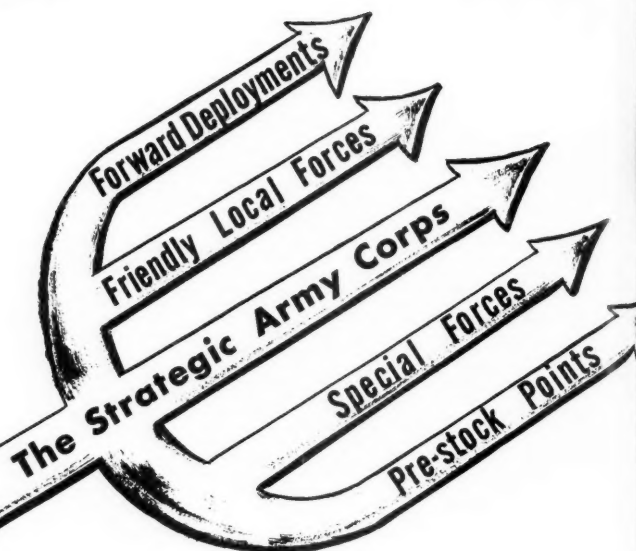
conflict are being increased for selected areas.

THE United States can act with vigor and purpose to seize the initiative from the Communists in the Cold War. Freedom must not continue to suffer the corrosion and erosion wrought upon it by the Communist techniques of "no war, no peace."

In this *polyreconic* warfare of the present era the Army should play a key role. The inherently greater flexibility of ground forces that permits them to cope with situations ranging from rioting in city streets to nuclear war deterrence offers our country that honorable position among nations which, as Washington warned, "will be withheld, if not absolutely lost, by the reputation of weakness."



An interrelated five-pronged program is



The Army's Answer to Limited War

Lieutenant Colonel Harold A. Dye

IN ORDER to fulfill its commitments under the principle of collective security, the United States has stationed the bulk of its combat forces overseas in those areas considered most vital to its defense and that of the 42 nations which have joined us in mutual defense treaties. The deployment of these forces to vital areas of the world constitutes the first part of

LIEUTENANT COLONEL HAROLD A. DYE, General Staff, is assigned to General Operations Division, Office of the Deputy Chief of Staff for Military Operations.

the Army's answer to limited war.

These deployed forces are reinforced not only by units from continental United States but also by other overseas activities which play a large part in the Army's overall operations. For example, the Army maintains military assistance advisory groups and missions in over 40 strategically located countries. Through these MAAGs and Missions, the Army contributes to the readiness of more than 200 divisions—roughly 80 percent of the Free-World armies.



to Limited War

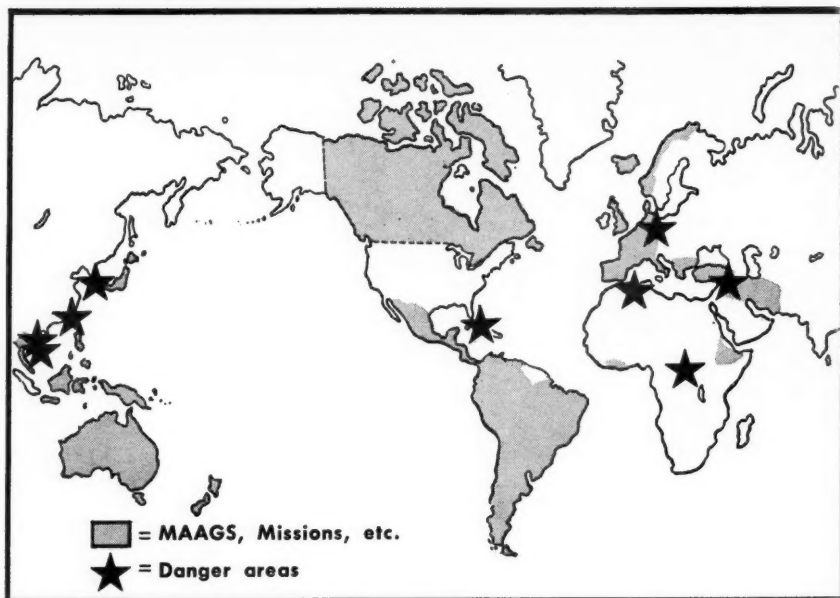
Herein lies the second part of the answer to limited war. Who would deny that the 18 regular and 10 reserve Republic of Korea divisions constitute not only a real deterrent to Communist invasion but also provide a strong limited war retaliatory force—a force the Communists must take into account even though it is never used?

A world map showing where our Army forces are deployed, the countries with which we have mutual defense treaties and those in which we have MAAGs and Missions, quickly reveals that we do not have forces deployed at, or even near, every dan-

ger area. United States-supported indigenous forces may be just as remote. Nevertheless, our soldiers must be prepared to fight on any continent, in any climate, at a time of the enemy's choice, not ours.

It is apparent that the United States must have some type of force available to cover these otherwise unprotected areas. Insuring that we have a force capable of universal coverage is one of the Army's most important tasks. Maintaining and training such a force comprises the third part of the answer to limited war.

The Army maintains in continental United States a strategic mobile re-



Many danger areas exist where no MAAG or Mission is located.

serve—ready for rapid reinforcement of our forward deployed forces; ready to aid our allies in areas where no United States forces are now deployed; or ready to deploy to areas of the world where we have neither forces nor allies but do have an enemy. This mobile strategic reserve is called the Strategic Army Force, or STRAF. It numbers approximately 240,000 men.

STRAF is built around the three most ready divisions in the United States—the 101st Airborne, at Fort Campbell; the 4th Infantry, at Fort Lewis; and the 82d Airborne, at Fort Bragg. These three ready divisions, plus the necessary support forces—comprising in all a total of 115,000 men—make up the Strategic Army Corps, known as STRAC.

The fourth part of the Army's answer to limited war is fulfilled by the Special Forces. Their role, as well as their training and preparation for peace or war, was ably summarized by Lieutenant General Barksdale Ham-

lett in a recent issue. (See "Special Forces," June 1961 DIGEST.)

In his message to Congress on 28 March, President Kennedy covered these four answers to limited war and stated a fifth aspect which recognized Army doctrine "in-being" when he said: "... In most areas of the world, the main burden of local defense against overt attack, subversion, and guerrilla warfare must rest on local populations and forces. But given the great likelihood and seriousness of this threat, we must be prepared to make a substantial contribution in the form of strong, highly mobile forces, trained in this type of warfare, some of which must be deployed in forward areas, with a substantial airlift and sealift capacity and pre-stocked overseas bases. . . ."

The last three words outline, in essence, the fifth part of the Army's answer to limited war. The Army has long recognized the importance of existing pre-stocked bases in certain vital

areas overseas. Others are perhaps needed in or near some of the potential trouble areas where we may be required to deploy Army forces. These pre-stock points augment Army capabilities for limited war by:

- Reducing the time necessary to achieve adequate operational and logistical buildup in the area of operation.
- Enhancing the quality of our reaction, since the bulk of tonnage required for initial operations will be much closer to the objective areas.
- Reducing the enemy's capability to interfere with supply operations.
- Placing supplies where they can be made more readily available for possible use by indigenous forces.
- Demonstrating our interest in the area involved and our determination to support U.S. commitments.

Meeting The Need

THUS the Army's answer to limited war has five main aspects:

- ▶ Army forward deployments.
- ▶ Development of friendly indigenous forces.
- ▶ STRAC, the universal cover force.
- ▶ Special Forces.
- ▶ Pre-stock points.

Each of these parts is closely related to the others. Yet in the final evolution of the limited war cycle, the ultimate answer—the focal point from which all parts stem—is STRAC.

How does STRAC fit the need? What are its capabilities? How does STRAC get to the area where it is needed? What are its distinctive attributes and advantages?

The STRAC concept was expressly designed and developed to fit a particular need—to insure that the Nation has the most efficient means by which Army forces and resources could be effectively used in support of our national objectives. Under this concept, combat-ready Army forces are maintained in the United States ready for immediate deployment to

any area of the world—prepared to operate in any climate, on any terrain, in any type war.

What are STRAC's capabilities? STRAC is capable of rapidly putting division *forces* into the field—not just divisions. These forces can be tailored to fit the requirements of a situation as it actually develops. Thus a STRAC force deployed into an area of crisis can sustain itself in extended ground operations.

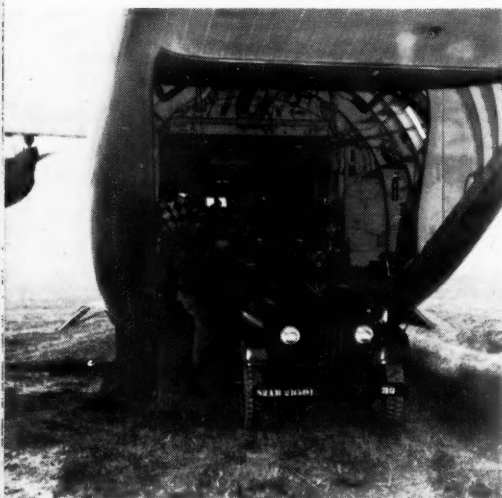
Moreover, the fact that two of STRAC's three divisions are airborne allows those divisions to be deployed in areas which lack facilities for landing other type forces. In short, in addition to being capable of air landing in critical areas or being brought in by ship, STRAC forces can parachute into zones where combat is imminent or actually taking place. STRAC forces can immediately seize airfields, beaches, ports or other facilities, in order to protect American citizens and American interests and permit the landing of additional forces, if needed.

The most ready division force in STRAC is built around the 101st Airborne Division. This force, also called "STRAC I," includes three separate artillery battalions, a separate tank battalion, and a battalion of armored cavalry, plus necessary support forces. STRAC I retains airborne elements on the highest alert of any Army force—elements immediately ready to initiate a strategic deployment.

The men of the alert forces of STRAC I are, in reality, America's minutemen. They know that in a matter of minutes they can be loading on aircraft fully prepared to go anywhere on earth and fight. Their equipment is combat-loaded on trucks; their weapons are ready; ammunition is at hand; combat packs and parachutes are ready. Wills and powers of attorney have been executed; shots are up to date. Families know what to expect; prior arrangements even include what to do with the automobiles left parked on the battle ground park-



land in remote areas, ready to . . .



. . . bring in mobile equipment . . .

. . . fight in the desert . . .



Combat-ready to operate anywhere, in any climate,

ing lot. Perhaps most important, the men know the vital importance of their STRAC mission and they are proud to be a part of that force.

STRAC II and III forces are similarly organized and are ready for movement either immediately behind or phased with STRAC I. The basic organization of STRAC provides for the successive build-up to the maximum force in the order: STRAC I, II, then III. This order, however, can be changed without adversely affecting deployment. The entire STRAC can be deployed in less than 15 days.

Lift Requirements

HOW does STRAC get to the area where and when it is needed? The Navy and the Air Force have the capability to lift Army forces in sufficient numbers and tonnages to meet foreseeable requirements. However, whether the lift will be available at the proper time and in the proper configuration must be considered in the planning.

When sufficient lift is furnished, the STRAC capability for deployment is unlimited. STRAC can begin deploy-

. . . in steamy jungle . . .



**terrain or type of war,
STRAC troops can—**

ment in one hour and can maintain an uninterrupted phased movement until the entire STRAC is deployed.

The Army realizes that the transportation of Army forces, their equipment and initial supplies imposes a tremendous burden on the country's strategic movement means, especially in the early phases. Ways to reduce this burden are constantly under study by Army planners. Thus the detailed loading plans maintained by STRAC units include only the minimum of essential materiel in the initial echelons; the troop lists are as austere as combat safety permits; and advantage is always taken of pre-stockage points near a potential operational area.

Action in Emergency

WHAT unique advantages does STRAC offer? The answer can best be shown by citing an area of the world where, at present, we have no troops deployed. The distance from the United States to the area and the area's inaccessibility to the sea are relatively immaterial to STRAC. The time required to reach the area increases as the flying time increases;



. . . or wherever needed.



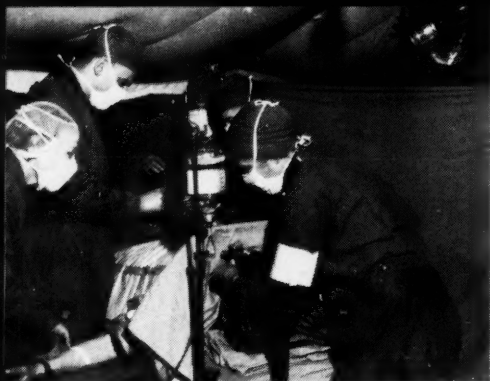
They build bridges . . .

. . . or open terrain . . .



. . . even operate railroad lines.





They take care of their own . . .



. . . sustain themselves on land . . .

otherwise, distance and barriers, water or mountains have no effect on STRAC's deployment capability.

Within 48 hours, or less, a battle group force of approximately 1500 men from STRAC could take the principal airport of the trouble area by either airborne assault or by air landing, depending upon the defense put up in the area. Within the next few hours, additional battle group forces or smaller units from STRAC could occupy other airfields and critical points all over the country.

The volatile nature of the world situation is such that, at any moment,

the Army could be called upon to protect the lives of United States nationals. STRAC capability for immediate response and rapid deployment with the ability to fight immediately on arrival is an absolute necessity.

Many of the troubled areas of the world are at great distances from the United States and are inaccessible from the sea except over land routes that must be initially constructed or greatly improved before they can be utilized by United States forces. Under the worst combination of these conditions, STRAC airborne forces become the only forces capable of carrying out an emergency mission requiring speed and the ability to deploy to remote areas of the interior.

These Army airborne forces could come from units stationed in the over-sea theater as well as from STRAC—the source depending, of course, upon the situation in the theater at the time. However, if we consider the airborne battle groups in the theater as available for such an operation, we quickly see an advantage: The operation becomes two-pronged, utilizing forces from two areas instead of one, with resulting increases in outloading facilities and an increase in Air Force transportation capabilities. In short, while the initial forces will arrive in the area at approximately the same time, the build-up and the number of areas covered can be increased appreciably in the early stage of the operation.

In the final analysis, use of forces

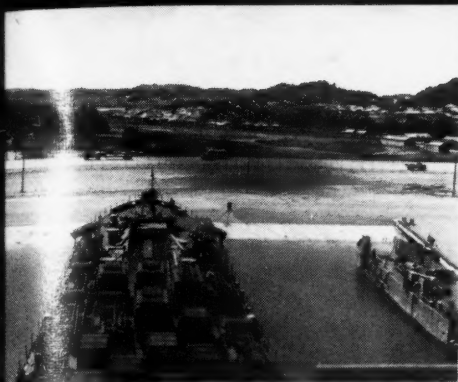
What Makes STRAC Unique?

- IT IS READY NOW. STRAC's specialty is immediate response. Through its airborne capability, it can be flown rapidly to an objective and dropped into combat from the skies, bypassing land and sea barriers enroute.

- IT IS BALANCED in combat arms and logistical and administrative support.

- IT IS PREPARED for any kind of war, using conventional weapons or nuclear weapons as required and authorized.

- ITS STRENGTH IS FLEXIBLE. STRAC can provide a force of any size from a reinforced company of 250 men to the full corps force of 115,000 well-trained fighting men.



... get there by sea ...



... or by-pass barriers by air.

already stationed in overseas theaters for operations outside the theater must be viewed with caution. There is always the probability of more than one danger area erupting at a time—in fact, we must consider the possibility of one danger area erupting as a direct result of the actions taken regarding another area. It is essential, therefore, that forces be available for world-wide coverage—ready for rapid deployment at any time to any place in the world, capable of fighting immediately upon arrival and of sustaining themselves in combat over extended periods of time. The best source of such forces is the Strategic Army Corps.

Deterrent Effect

SINCE the advent of the atomic bomb, deterrent characteristics have been considered as belonging only to our more sophisticated weapons systems and as being solely retaliatory in nature—that is, one side will not use its nuclear weapons for fear that the other side will retaliate in kind. This type deterrent might best be called the “retaliatory” deterrent.

STRAC's deterrent characteristics fall into two additional categories: the “positive” deterrent and the “threat” deterrent. If the Communists begin deploying troops to any of the world trouble areas, STRAC could arrive in time to prevent a major build-up. Such action by STRAC serves as a “positive” deterrent. A hostile power's knowledge that the

Nation has this positive deterrent in constant readiness gives to STRAC one of its most valuable characteristics—the “threat” deterrent. As long as a potential enemy knows that STRAC is available for immediate operations, in force, anywhere, that same enemy will hesitate to undertake actions in the face of such a “threat.”

What if the threat deterrent is not sufficient and a sustained operation becomes necessary? STRAC is again the answer. Seizure of seaports by the STRAC seaborne forces or by the Marine Corps will supplement the earlier airborne operations and will help to establish land lines of communications for long-haul operations.

Aerial reinforcement and re-supply of the remote interior areas can commence almost as soon as the airfields are seized and, if necessary, repaired by the STRAC forces. (STRAC has the capability to build airfields if none are available.) With STRAC there is no break between the assault operations and the steady build-up of the force needed for a successful operation—first by air, then by land and sea.

Little imagination is necessary to visualize such an operation occurring in any critical area of the world. Deployment times will differ by reason of different flying times. Many other factors might change, but STRAC is still the answer—because it has the fighting characteristics necessary to make it the Army's pre-eminent limited war force.

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Secretary of the Army



Hon. Stephen Ailes
Under Sec. of Army



Hon. W. F. Schaub
Asst. Sec. of Army
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Gen. George H. Decker
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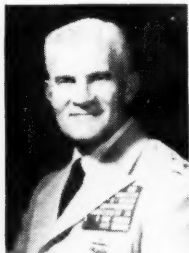
Gen. Clyde D.
Eddleman
Vice Chief of Staff,
United States Army



Lt. Gen. David W.
Traub
Comptroller of the
Army



Maj. Gen.
Edward H. McDaniel
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Chief of Information



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Harrison A. Gerhardt
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Maj. Gen.
J. M. Willems
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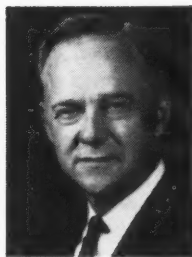
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(Installations and
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Hon. Powell Pierpoint
General Counsel



Dr. Finn J. Larson
Asst. Sec. of Army for
Research and
Development



Lt. Gen. Barksdale
Hamlett
Deputy Chief of Staff,
Military Operations



Lt. Gen.
Arthur G. Trudeau
Chief of Research
and Development



Lt. Gen.
R. L. Vittrup
Deputy Chief of Staff
for Personnel



Lt. Gen.
R. W. Colglazier, Jr.
Deputy Chief of Staff
for Logistics



Maj. Gen.
C. G. Dodge
Asst. Chief of Staff,
Reserve Components



Maj. Gen.
Charles L. Decker
The Judge Advocate
General



Maj. Gen.
D. W. McGowan
Chief, National
Guard Bureau



Maj. Gen.
Frederick M. Warren
Chief, Army Reserve
& ROTC Affairs

With coverage radiating from Darmstadt and Tokyo



Tells the World

KEEPING PACE with the Nation's global commitments, One Army has become synonymous with One World insofar as information and communications are concerned. A striking example of this phenomenon is the worldwide news and information coverage which reaches the servicemen wherever stationed through the columns of his unique hometown newspaper abroad — *The Stars and Stripes*, European or Pacific Editions.

Conceived in Civil War days, and grown to greatness in World War I, *The Stars and Stripes* was revived to meet the hunger for news in the theaters of World War II. Since then, it has responded to the challenges of the cold war era

by keeping our soldiers, sailors, airmen on far-flung missions abreast of the fast-breaking news in their immediate area and command, as well as Stateside and world-wide.

Today East meets West via radio, teletype, and radio-photo in *Stars and Stripes* editions. In Europe and the Pacific, these publishing ventures fulfill a basic troop need, speedily, efficiently, and at virtually no cost to the government. How the serviceman's need to know is being met across the world is detailed in the following reports—

- Dateline Darmstadt
- Tokyo Reporting

Editor

European Command gets the word via

Dateline Darmstadt



Colonel Ridgway P. Smith, Jr.

FEW of the servicemen who read it realize that *The Stars and Stripes* in Europe is unlike any other newspaper ever.

Not only does it operate without paid advertising and publish more column inches of news than many American metropolitan dailies, but the \$10 million-a-year operation is entirely self-supporting.

This does not mean that management has found a miracle formula to eliminate the high cost of producing and distributing a major newspaper to nineteen countries.

Every issue of *The Stars and Stripes* is sold at a loss which ranges up to 8½ cents a copy in the Middle East—but profits from its newsstands and job-printing shop offset the red ink

resulting from selling the newspaper at a loss. Hundreds of newsstands operated by *Stars and Stripes* at military posts and other authorized locations handle some 3,000 magazine and book titles, in addition to other newspapers and periodicals.

The European edition of *The Stars and Stripes* (S&S) is published only at the central plant in Darmstadt, Germany.* Four editions a day totalling 150,000 copies are rushed by truck, train and plane to distant points, including the U.S. Embassy in Moscow.

There is no connection between the operation of the European and Pacific editions. However, both are nonappropriated fund agencies, which means

COLONEL RIDGWAY P. SMITH, JR., *Armor*, is Editor-in-Chief, *The Stars and Stripes*, European Command.

*The Pacific edition is published in Tokyo and distributed throughout the Orient wherever U.S. personnel are stationed. (See page 39.)



Stories prepared by Stars and Stripes reporters flow across news desk for careful checking and editing.

they must be self-supporting. Surplus profits are turned over to the Army and Air Force Central Welfare Fund. (See "Nonappropriated Fund Activities Pay the Way," May 1961 DIGEST.)

THE publishing and distributing of the European edition, plus the operation of newsstands, requires the efforts of some 2,000 persons. This widely scattered group includes 22 military personnel, about 160 U.S. civilians, and hundreds of European, African, and Middle Eastern nationals employed locally.

Directing this far-flung operation are Army Colonel Ridgway P. Smith, Jr., Editor-in-Chief; Air Force Lt. Col. John J. Caulfield, Deputy Editor-in-Chief; and Arnold Burnett, Managing Editor. Elmer Frank heads the production department. Key employees in the editorial department are professional newsmen recruited from major newspapers in the States.

In addition to its headquarters staff, S&S has news bureaus in London, Paris, Madrid, Stuttgart, Munich, Ramstein, New York and Washington. Working out of Darmstadt, special photographer-reporter teams cover military activities in areas where there is no permanent bureau.

When a really big story breaks, S&S correspondents in several different countries may be covering the various angles and simultaneously funneling the information back to Darmstadt. Because of a difference in time, stories originating in the States are likely to break late at night when the next day's paper is already rolling off the presses.

A flash on a big story can literally "stop the presses"—an event that seldom takes place in the newspaper world except when someone is writing the script for a class B movie.

Printing and Distribution

EXCEPT for the *Christian Science Monitor* and the international editions of the *New York Herald Tribune* and *New York Times*, S&S has the largest overseas circulation delivery area of any American newspaper in the world.

American tourists in Europe frequently ask why S&S is not sold on the public newsstands and in the hotels. Since it is produced and distributed as the serviceman's "home-town paper away from home," S&S cannot be sold in competition with privately owned newspapers.

However, S&S readers get the benefit of the same wire and photo services. In addition, S&S also utilizes the out-



Engraving plant, left, where pictures are made into cuts, can handle anything up to four-color plates. Library staff, right, files material for future reference.

put of its own seven-man team of top photographers. Pictures taken by this team received top honors in worldwide competition at Kent State University in 1960 over all of the top Stateside newspapers competing.

Gathering and editing the news content is one thing. Getting it on paper and to the readers is something else, particularly when these customers are in another continent, such as Africa or Asia, and transportation facilities are frequently less than ideal.

Production facilities, located in a former Luftwaffe airfield just outside Darmstadt, include one of the most modern printing plants in Europe plus a top-notch engraving plant. A high-speed, four-color rotary type press, similar to those used by major metropolitan dailies, whips out 40,000 copies an hour.

Delivering the newspaper to such distant points as Norway, Turkey and the Congo is a complex operation. A fleet of trucks roars off into the night for the first leg of the journey. Connections must be made with trains and planes on a precise schedule.

Once the newspapers reach the cities, the bundles are divided up for local delivery. Distribution problems vary from place to place. At a few isolated radar sites, donkeys are used to make the final delivery.

In its modern plant, S&S also publishes a number of unit newspapers

and various types of job printing, such as folders, booklets, and the like.

Colorful History

THE *Stars and Stripes* dates back to 1863 when a few copies were turned out as a private commercial operation to give the Union soldiers news from home. Only a few of these yellowed, crumbling copies survive, but they reveal that—then as now—there are few things a soldier wants more than news from home.

S&S achieved its first real prominence in World War I. Its pages included the writing of many future greats in the newspaper and magazine world—Alexander Woollcott, Franklin P. Adams, Harold Ross.

After the conflict, S&S was put back in mothballs—remaining as a fond memory for ex-doughboys during the next two decades.

Following the outbreak of World War II, the need for an overseas newspaper was again apparent. On 18 April 1942, the European edition of *Stars and Stripes* was back in business—the same day that Doolittle's gallant B25 attack took place over Tokyo.

Published in London, much of the news carried in the tabloid-sized pages concerned the desperate fighting in the Pacific, where the Americans were holding out against titanic odds. Corregidor fell just three weeks after the rebirth of S&S.

Names destined to become as famous as the greats of World War II began to appear in the London edition. Irwin Shaw, Ernie Pyle and other noted writers were familiar bylines. The cartoons of Bill Mauldin brought humor in the darkest hour.

The second of what was eventually to become 25 different editions of S&S appeared in Algiers shortly after the invasion of North Africa. For the first time in the war, Americans were occupying a foreign city. S&S recorded the trials and tribulations, from locating a "W.C." to the hazards of the local *vin rouge*.

A popular feature of the paper which started in this era was the B-Bag column, which most papers call "letters to the editor." Here were printed the gripes, groans and moans from the ranks that have been part of military life since antiquity.

As the war spread, so did the readers. At the peak of operations in 1945, readership had climbed to an estimated seven million.

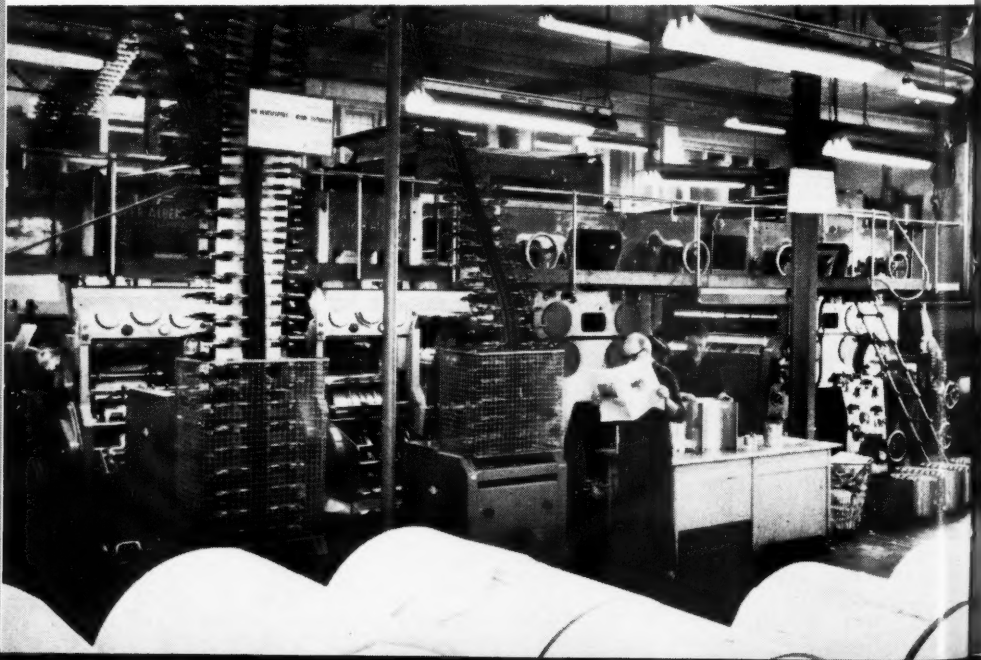
The *Stars and Stripes* was published

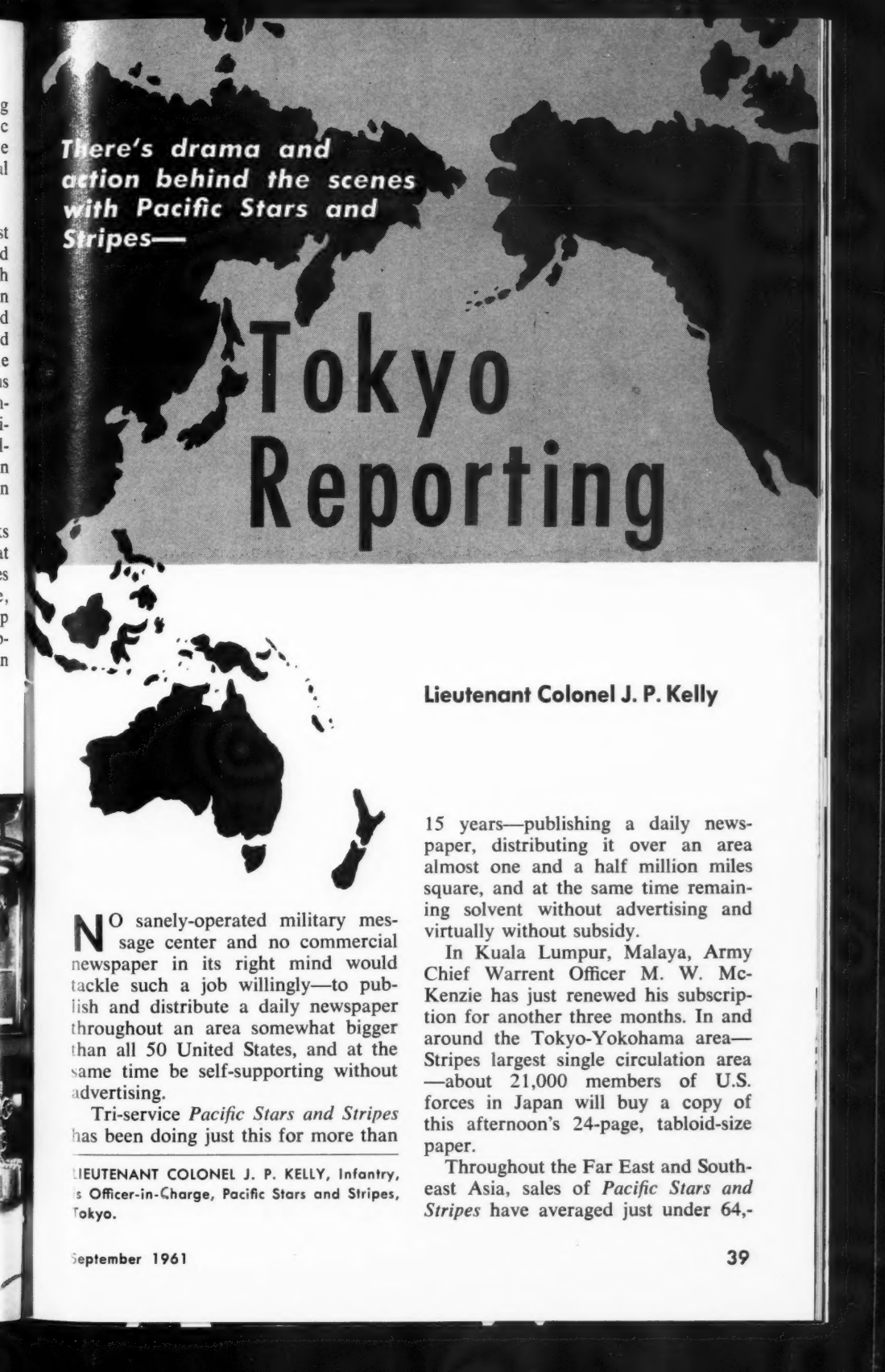
only in the European Theater during World War II. Troops in the Pacific depended upon the popular magazine "Yank" for features and recreational reading.

WITH the end of the war, it first appeared that S&S might be headed back to the mothballs, but faced with the prospect of prolonged occupation duty on the continent, it was decided to continue its publication. Scattered editions were consolidated in a single plant in Germany, and news bureaus were established in cities near principal troop concentrations. The military staff was largely replaced by civilians—including many ex-servicemen who had served with the publication during the war.

Today the European edition looks back on 19 years of publication that has made it possible for United States servicemen stationed in Europe, Africa, and the Middle East to keep abreast of history-making developments in these turbulent, crisis-ridden times.

Huge rolls of newsprint are moved each day into the press room where they are fed into the giant presses in background.





There's drama and
action behind the scenes
with *Pacific Stars and
Stripes*—

Tokyo Reporting

Lieutenant Colonel J. P. Kelly

NO sanely-operated military message center and no commercial newspaper in its right mind would tackle such a job willingly—to publish and distribute a daily newspaper throughout an area somewhat bigger than all 50 United States, and at the same time be self-supporting without advertising.

Tri-service *Pacific Stars and Stripes* has been doing just this for more than

LIEUTENANT COLONEL J. P. KELLY, Infantry, is Officer-in-Charge, *Pacific Stars and Stripes*, Tokyo.

15 years—publishing a daily newspaper, distributing it over an area almost one and a half million miles square, and at the same time remaining solvent without advertising and virtually without subsidy.

In Kuala Lumpur, Malaya, Army Chief Warrent Officer M. W. McKenzie has just renewed his subscription for another three months. In and around the Tokyo-Yokohama area—*Stripes* largest single circulation area—about 21,000 members of U.S. forces in Japan will buy a copy of this afternoon's 24-page, tabloid-size paper.

Throughout the Far East and Southeast Asia, sales of *Pacific Stars and Stripes* have averaged just under 64,-



Gen. L. L. Lemnitzer, then head of UN and Far East Command, reads first edition as it rolls from a new press in 1956.

000 copies daily for the past six months. Sales in Japan and the Republic of Korea account for more than two-thirds of total circulation, but Pacific Stripes pays equal attention to its 6,000 readers on Okinawa, 4,000 in the Philippines and 2,500 each on Guam and Taiwan, as well as the relative handful of customers in such areas as the Aleutian Islands, Australia, Pakistan, Thailand, Viet Nam and Cambodia.

Although Stripes normally does not distribute papers in the United States, there are some noteworthy exceptions. Last October, Chief Warrant Officer Ralph L. Chambers wrote this informal note to Pacific Stripes on behalf of his Chief:

"Since 1955, General Lemnitzer has been an avid reader of the Pacific Stars and Stripes. Now that he has become Chairman of the JCS, he finds the Stars and Stripes more informative than ever and wishes to continue the arrangements for receiving it. Many thanks."

It was General Lemnitzer who pushed the button on 28 July 1956 to print the first edition on the new Goss press that is still printing the paper today at the Stripes main plant in downtown Tokyo.

Regional Editions

THE *Pacific Stars and Stripes* publishes five regional editions daily in Tokyo, each running 24 pages five times a week, 16 pages on Mondays and three sections containing 56 pages on Sunday. National and international news pages, as well as the sports, comic and feature pages are the same for all editions. But in addition, Stripes publishes three local news pages that are different for each edition, and often changes page one to give better play to important regional stories.

In all, counting replates for local news in each edition, Stripes publishes some 300 pages a week. Newest attractions include a full page of internationally-syndicated columnists such as Walter Lippmann, Joseph Alsop and Ralph McGill and political cartoonists Bill Mauldin (the Willy and Joe cartoonist of lasting fame from the World War II *European Stripes*) and Bill Sanders (an ex-Pacific Stripes staffer). Old favorites include sports columnist Red Smith, Lovelornist Abby Van Buren and Stripes' own entertainment editor, Al Ricketts.

Earlier this year, Al was the subject of a full-page profile in *Time* magazine, which called him "the best by far" of Stripes columnists, but added that "the Ricketts wit is the sort that leads to lynching."

But, popularity of columnists notwithstanding, Stripes major effort is devoted to getting news to its readers—news that is as complete and undistorted as any a serviceman would find in the best of U.S. newspapers. In addition, Stripes is mindful of its obligation to stand on its own feet throughout the Far East as an example of the best in responsible U.S. journalism.

As General Carter B. Magruder, then Commander-in-Chief of the United Nations Command in Korea, wrote in a letter to *Stripes* last winter: "You have made your newspaper a positive force in assisting the United States in carrying out its objectives in this area."

Speedy Distribution

EDITORIAL standards are one factor; another of equal importance is getting the paper distributed. And it is this distribution speed that regularly astonishes military visitors and United States publishers alike.

Readers in central Japan get the paper the same day it is printed. Editions for Korea, Okinawa and north-south Japan are printed in mid-afternoon and more than 90 per cent are in subscribers' hands by breakfast time the next morning. Most readers in the Philippines and Taiwan get their paper about 24 hours after it rolls off the press.

In spite of a price rise that jumped the subscription rate from \$1.90 a month to \$2.50 on 1 January, Pacific *Stripes* believes its readers get their money's worth.

Stripes employs about 360 people, including some 230 Japanese, Taiwanese, Chinese, Filipinos, Koreans. Another 68 are military personnel, and 62 are United States civilians.

Reflecting the all-service and civilian make-up of the staff, the Army Officer-in-Charge has as deputies an Air Force major, Marine Corps captain, and a

civilian.* Other American staff members include 29 soldiers, 21 airmen, 7 sailors, 8 Marines and 62 civilians.

The staff teams up to publish 24 pages daily and 56 pages Sunday, gathering news and distributing papers from a network of editorial bureaus and circulation offices scattered throughout the Far East. One week in late February, for example, one staffer was working with Pacific Air Forces headquarters in Hawaii on an eye-witness account of the attempt to recover the *Discoverer XX* nose cone. Meanwhile, the Philippines Bureau, augmented by several Tokyo staffers, was reporting on the USARPAC mobility exercise Long Pass. Army M/Sgt Dan Henderson, Chief of the Okinawa Bureau, was covering change of command ceremonies during which Lieutenant General P. W. Caraway succeeded Lieutenant General Donald Booth as High Commissioner of the Ryukyu Islands.

During the same period, Army SP4 Jim Vestal, the Korea Bureau's top photographer, was named Military Photographer of the Year in a competition sponsored annually by the National Press Photographer's Association, the University of Missouri School of Journalism and *Encyclopedia Britannica*. Two other *Stripes* photographers, Air Force T/Sgt Chico Garcia and Marine S/Sgt Herb Free-

*Officer-in-Charge is Lt. Col. J. P. Kelly, USA; Executive Officer, Major Guy Petway, USAF; Southeast Asia Representative, Capt. Glenn Stevens, USMC; General Manager, Bill Hanway, civilian.

In composing room, the swift-fingered printers set type, then assemble pages to go to press-room for printing.





Busy staff members, left, work on stories, headlines, picture captions, while at right Managing Editor Richter and News Editor Miller look over proofs of election edition.

man, won second and third honors in the same competition.

Marine M/Sgt Paul Hartle was in Hong Kong establishing a new circulation office there. Retired Navy Chief Petty Officer Jim Schlien, currently civilian circulation manager for Guam, started a third sub-district to service readers in an outlying area of the island. Ex-Army Lt. Col. Jack Wachtel, Southeast Asia circulation supervisor, was preparing to take a three-week trip to Bangkok and nearby points to develop a commercial air-freight program for getting papers to the area faster.

In all, a typical week. But considerably quieter than the first Tuesday after the first Monday in November—Election Day.

Election Coverage

FOR three weeks before the elections, *Stripes* pooled its resources to get complete election coverage to its readers the fastest way possible. The circulation department, under Circulation Manager Maury Martin, plotted a combination of MATS and commercial flights that would expedite deliveries. Army, Navy and Marine headquarters in Japan chipped in a fleet of seven helicopters to speed the movement of papers from the Tokyo plant to military bases in Japan. The 6000th Operations Squadron scheduled two special aircraft for the occasion.

Production Manager Gordon Slean

worked up a plan to incorporate 10 full pages of late election news—including three full pages of Congressional and gubernatorial results—into the standard 24-page paper. With notable assistance from United Press International and Associated Press, Managing Editor Ernest Richter and his editorial crew programmed an around-the-clock schedule to funnel returns as the election rolled across the time zones of the U. S. from Maine to Hawaii.

The pre-planning paid off. *Pacific Stars and Stripes* was the first newspaper in the Far East to announce the winner. World-wide, *Stripes* was a few minutes behind the *New York Daily News* and a few minutes ahead of *The New York Times*. An eight-year record press run of 81,000 copies gave each reader the results in a two-inch high banner headline, "Kennedy Wins."

Stripes performs these feats in spite of the handicap of an austere budget tightened almost to the point of strangulation, since it cannot accept advertising and must therefore rely primarily on circulation income to keep itself self-supporting.

As a revenue-producing nonappropriated fund activity, *Pacific Stripes* is expected to pay its own way, whether it is buying the 170 tons of newsprint it uses every month, operating its own fleet of almost 80 vehicles scattered throughout the Far East, or meeting

its multi-national civilian payroll.

The only items that can even indirectly be called subsidies are the fact that the three services provide building space, utilities and military personnel at no cost to Stripes, and the fact that the Departments of Army and Air Force share the cost of transporting papers via Military Air Transport Service. (Stripes pays all other air freight and passenger costs, as well as any commercial air transportation.)

Unlike a commercial newspaper, which normally gets 75 percent of its income from advertising and 25 percent from circulation, Stripes counts on circulation sales to bring in 75 percent of its revenue. Stripes earns the additional 25 percent by operating a job printing shop and selling books and magazines, and thus manages to hold its own. During Fiscal Year 1960, Stripes gross revenue was a few thousand dollars short of \$2 million, with a net profit of \$40,000—a slim margin of about two percent.

First Editions

FIFTEEN years ago, *Pacific Stars and Stripes* was not directly involved in money problems. A welfare fund operation, the newspaper was distributed free for the first six years of its hectic existence.

Unlike European *Stars and Stripes*, which won lasting fame as the soldier newspaper of World War II, the younger Pacific Stripes did not publish during World War II—except for brief and unofficial appearances such as the Shanghai Edition printed for a few weeks by ex-Army Captain Bill Jessup, later to be *Newsweek* magazine's bureau chief in Tokyo.

The first issue was printed 3 October 1945 in Hawaii by the *Honolulu Advertiser* and flown across the International Date Line to Japan for U.S. Occupation troops.

The top story of that first edition was good news to homesick, war-weary troops. It conveyed word that men with more than 60 rotation points had a "fair chance" of being home for Christmas.

Editorial offices were soon set up on the third floor of *The Japan Times* in Tokyo. But since the *Times'* presses were not up to the job of printing Stripes, stories were set in type and pressed into the page mat, then rushed by jeep to the presses of nearby *Asahi Shimbun*.

The peacetime coverage of an Army of occupation was benign and fraught with routine, largely locally covered stories combined with worldwide news from Associated Press, United Press

Corporal Larry Kane was sending his dispatches from Korea soon after hostilities began in 1950.





As *Stripes* edition rolls from presses, papers are counted and bundled by Japanese workers into delivery trucks.



The papers speed to delivery points by fast trucks, above, or by Navy helicopter to Tokyo-Yokohama area.



and International News Service.

But all this changed one June morning in 1950.

Korean Newsfront

THE Soviet-trained and equipped North Korean Army rolled across the troubled 38th Parallel for a well-planned, single stroke assassination attempt against the young Republic of Korea.

American troops and planes spearheaded a United Nations international army to repel the Communists. *Pacific Stars and Stripes* bannered the invasion in black headlines and dispatched a two-man team of soldier reporters to the battlefield.

One of them was Cpl. Ernie Peeler, a former INS staffer who had joined *Stripes* the year before. He and Pvt. Hal Gamble linked up with Task Force Smith, a handful of Americans holding off an advancing horde, as it fought an unequal space-for-time battle between Suwon and Taejon.

Gamble and Peeler filed one story together, then broke up to cover different segments of the brittle battle line. On 9 July Peeler wrote:

"They had read of war and they had seen war movies, but out here they were faced with the grim task of killing for the first time.

"Those kids, dead tired, battle fatigued—some of them wounded—drove the Communists out of the railroad station on their left flank and proceeded to hammer against the invaders at every point. . . . They are war veterans. They are men who grew up overnight."

It was Peeler's last story.

Three days after he arrived in Korea, Peeler and Ray Richards of INS drove toward a trouble spot. Both men were never seen again, and Peeler is officially recorded as missing and presumed dead.

Front-Line Reporters

BUT facing a soldier's dangers to do a newsman's job was the lot of *Stripes*

A "Li'l Tiger" newsboy brings election edition to soldiers in a camp in Korea.



reporters through the whole three-year conflict, as it has been through history.

Air Force S/Sgt Corliss Miller, a staff artist, was making sketches when he strayed behind enemy lines. He wandered for days until escaping to United Nations territory.

Reporter Dick Kemp jumped into combat with the 187th Regimental Combat Team.

Army M/Sgt Fred "Pappy" Baars was interviewing a soldier when the piercing snap of a sniper's bullet sounded and the soldier fell dead before him. Baars flattened himself before a second bullet could find its mark.

Cpl. Tim Adams, son of famed critic Franklin P. Adams, brought family tradition into the act. His father helped found the World War I *Stars and Stripes* in Europe. The younger Adams covered the desperate, eleventh-hour fight for Pork Chop Hill, just before an armistice called a halt to the fighting.

Stripes newsmen showed enterprise and imagination, and their efforts many times paid off in "beats" on veteran newsmen. Air Force T/Sgt Sandy Colton, now civilian chief photographer, scored a notable world scoop with a story on the first Communist

MIG jet fighter seen in Korea.

PFC John Sack, now travel editor for *Playboy* magazine, was the only American correspondent who fast-talked his way aboard a transport ship loaded with Chinese Communist prisoners on their way to repatriation at Panmunjon.

Wide Circulation

THE Pacific Stripes was distributed free until July 1951, when it adopted tabloid format, expanded to 16 pages and went on sale everywhere except Korea. On 28 November 1953, the organization moved to its present location at Hardy Barracks in Tokyo.

In March 1955, it expanded from 16 to 24 pages. The Korea edition remained at 16 pages and, while readers in other areas were paying five cents for the paper, soldiers there still got it free. But in 1957 it, too, expanded to 24 pages and went on a paid distribution basis.

In theory, the *Pacific Stars and Stripes* is a hometown newspaper but this definition detracts from the vastness of its operations. Its circulation area covers much of the globe.

Today, Stripes still covers history as it happens. Sometimes the news



Others in training areas take time out for a smoke and quick glance at the latest world news.

comes to them—such as when former White House Press Secretary James C. Hagerty was lifted from a rioting leftist mob by helicopter at Tokyo International Airport and landed right outside the Stripes plant—but more often

news is the prize of rigorous and patient digging.

But whether it's turning out an extra, or making sure that the title "Major General" doesn't appear in print as "Major," Stripes has a man-sized job to do, day in and day out.

Major General William W. Quinn, the Army's Chief of Information summed it all up when he wrote: "In the Pacific area, perhaps more so than any other place where U.S. Forces are stationed, it is important that U.S. personnel have access to a highly professional and sound news source. Through the years, the *Pacific Stars and Stripes* has served this purpose well.

"During the past year, the professional quality and high journalistic standards of *Pacific Stars and Stripes* have been especially noteworthy. Significant changes in format and news and editorial coverage have measurably enhanced the effectiveness of an already sound publication."

A familiar American custom carried to Japan—the serviceman's family takes time out to read the Sunday paper.



*There's no home
like foam with*

Buildings in Barrels

IN A modern-day equivalent of the genie emerging from a bottle, a dramatic new concept that brings forth plastic foam buildings from barrels is being tested at Camp Century in Greenland.

The new concept appears to have significant possibilities from a strictly logistical standpoint, even if it should not actually save in building costs. Shipping of barrels of the liquid plastic, at a density of about 60 pounds per cubic foot, would effect great savings over shipping of regulation building materials.

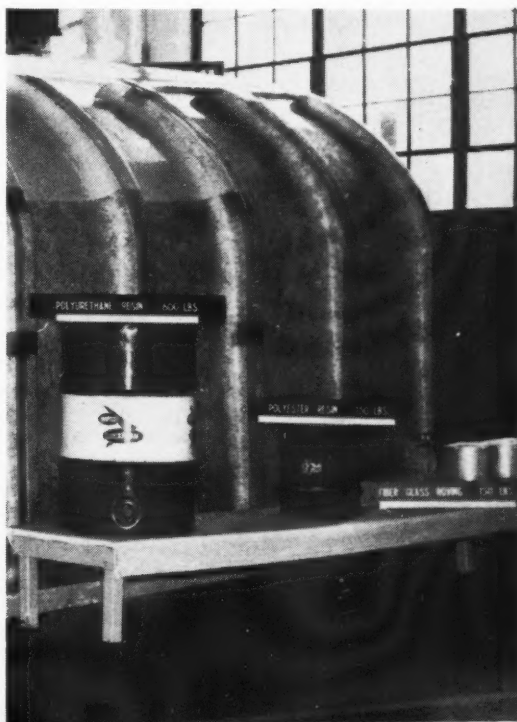
Now the subject of a feasibility study at the U. S. Army Engineer Research and Development Laboratories, Fort Belvoir, Virginia, the plastic can be mixed to form a rigid building section of plastic foam at a density of about two pounds per cubic foot. This means thirty cubic feet of material can be evolved for each cubic foot of shipping space.

The test buildings now in use are of the modular type. Each panel was foamed in place in molds somewhat in the manner of making a metal casting. These were then sprayed with polyester resin and fiberglass to protect the foam casting; the fiberglass skin also adds to strength of the foam panels. Each panel, three by ten feet, weighs only 22 pounds.

A building 16 by 24 feet can be made from little more than one barrel of the resins. Preliminary studies indicate that the material has low thermal conductivity, very little if any moisture absorption, is strong, flexible and light in weight.



A completed 16 by 24 foot building, like the demonstration model above, was created by foaming the contents of barrels of resins and fiberglass, below.



**Soldiers, Army civilian employees and dependents
voluntarily join in**

Reducing Individual S



Major General R. A. Hewitt

GOLD FLOW—balance of payments—international deficits—expenditures overseas!

Until recently these words had little, if any, special significance in American vocabularies. They were technical terms tailored for economists and students of finance. Today, following recurrent use in newspapers, telecasts and daily conversations, their meanings are familiar to most Americans—and especially to military members overseas or about to go overseas.

In November 1960, shortly after the national elections, President Eisenhower ordered a curtailment in government spending overseas and directed a phased reduction of approxi-

mately 50 percent in the number of dependents accompanying military sponsors abroad. This action focused attention upon a problem new for the United States—a growing deficit in the international balance of payments.

In all but one of the last ten years, we as a Nation spent considerably more abroad than peoples and governments of other nations spent in the United States. The total unbalanced exchange of goods, services, aid and investments has virtually put the United States in debt to the rest of the world.

Upon demand, this debt must be paid either with goods or services, or in gold from our federal reserves. Dur-

Spending Overseas

ing the last three years, requests for payment in gold created an alarming drop in our gold reserves. Reserves which stood at \$24.9 billion in 1949 hit a low of about \$17.8 billion by the end of 1960. Continued deficits and outflow of gold could well mean a loss in confidence in the American dollar and eventually a financial crisis. This was a problem for national concern. Something had to be done.

Effect on the Soldier

ANNOUNCEMENT of the plan to reduce the numbers of dependents overseas placed the problem on the doorstep of every military family. However, only a few had felt the effects of this order directly when President Kennedy, on 1 February 1961, announced withdrawal of the dependent restrictions in favor of other means of reducing overseas expenditures.

In a press conference on 2 February, the Secretary of Defense stated: "We will achieve the same dollar savings by other actions. The first of these will involve a reduction in expenditures of military and civilian personnel abroad, particularly for consumer durable goods. We estimate that a reduction of approximately \$80 per individual per year will accomplish the same savings as the dependency restrictions would have accomplished for the calendar year 1961."

Even before official programs and directives could be devised, the response by Army field commanders and individuals was spontaneous and enthusiastic. Seemingly overnight, sav-

ings clubs were formed; military personnel and their dependents overseas executed pledges to try to save more and spend less on local economies.

The feeling was summed up by the Commander in Chief, U. S. Army, Europe: "We of USAREUR and our dependents are given an unusual opportunity to demonstrate our gratitude to the President's concern for, and sympathy with, the Nation's forces overseas. We can give tangible expression of our appreciation by participating on a voluntary basis in a program to reduce personal expenditures overseas. As requested by the Secretary of Defense, we must seek means to reduce our overseas expenditures by at least \$80 per individual per year.

"I call on every person, to include dependents, social and profession organizations, clubs, and activities associated with the U. S. Army Europe, to take immediate measures voluntarily, and within the scope of their individual and collective responsibilities, to reduce the outflow of gold." (See "Easing the Gold Flow Problem," June 1961 DIGEST.)

An "Overseas Expenditure Reduction Program—Individual," officially published by the Office of the Secretary of Defense in March, provided guidance for coordinating the various field programs. Its main points include—

- An intensive educational program to point out the position of the United States in the international balance of payments.

- A voluntary program to reduce individual expenditures in foreign economies.

- A program to increase savings of each military and civilian member overseas by at least \$100 a year.

- Denial of government transportation for foreign motor vehicles purchased overseas.

- Employment of dependents by nonappropriated fund activities overseas in lieu of local nationals to the maximum extent feasible and consistent with local government agreements.

- Encouraging the purchase of American goods through United States outlets.

Education Program

THE AIM of the education and publicity program is to insure that each Army member—military, civilian or dependent—is aware of and fully understands the balance of payments problem, and the contribution that he as an individual can make through a voluntary effort to reduce spending abroad. Failure of the present concept of voluntary reduction of personal expenditures, it is emphasized, would most surely result in pressures for more stringent measures such as the return of the dependent ban.

Every publicity and educational means available is being used to keep Army personnel informed. Each individual alerted for an overseas assignment receives a letter from the Secretary of the Army stressing not only the

balance of payments problem but also the correlated responsibility of each individual as a representative and spokesman for the American people. Prior to departure from home station, each individual is urged to reexamine his savings program and to initiate or increase his allotment or payroll deductions for U. S. Savings Bonds, Soldiers' Deposits or to a banking or savings facility in the United States. Upon arrival overseas, he receives orientation on the programs to reduce spending within his particular area. He is again urged to review his personal savings program in light of the cost of living within that command.

These intensive programs and appeals for thrift and cooperation are being well received. Response of military personnel, U. S. civilians and dependents has been spontaneous and enthusiastic.

Savings Program

THE Army's goal is to obtain a minimum of 65 percent participation of personnel in every unit in Soldiers' Deposits or purchase of U. S. Savings Bonds by payroll deductions or allotment. As of 31 March 1961, more than 58 percent of Army members in foreign areas were participating—representing an increase of approximately 3 percent from the preceding quarter.

Through savings clubs, signing of pledges, person-to-person canvass, and letters to each enlisted man and woman by the Commander in Chief, the



Major General R. A. Hewitt
Director, Military Personnel Management,
Office, Deputy Chief of Staff for Personnel,
Department of the Army

USAREUR Command, by the end of March, raised its participation in purchase of Savings Bonds by military personnel to over 65 percent. An additional 10 percent of enlisted members began participating in Soldiers' Deposits. The savings rates are still going up. Participation in the U. S. Savings Bonds program in USAREUR reached 68 percent in April.

The savings effort, however, is not limited merely to Soldiers' Deposits and bonds. American banking facilities serving United States military personnel in Europe have launched a major campaign to increase the number and balances in checking and savings accounts. The number of such accounts increased by approximately 10 percent in less than three months. Fifty-nine percent of USAREUR personnel are voluntary members of the recently organized savings clubs.

Buy American

A MORE positive approach to reducing expenditures overseas are the Buy American campaigns which encourage buying of United States products and services through post exchanges, clubs and open messes. Maximum use of U. S.-operated recreation facilities is stressed.

Initial statistics reveal a most gratifying response by the soldier and his family. Gross sales in overseas exchanges during the first quarter of calendar year 1961 were approximately ten percent above the same period of 1960. The gross sales of clubs and open messes and other nonappropriated fund activities (except post exchange operations) were up by \$1,868,000. USAREUR alone reported a 40 percent increase in club and open mess memberships.

Following the prohibition placed on government shipment of foreign cars purchased overseas, the European Exchange System negotiated agreements with United States automobile manufacturers for the sale of American cars through military outlets overseas. Dur-

HELP REDUCE THE OUTFLOW OF GOLD



To save that \$80 increase your monthly allotment by only \$7.00.

Posters publicize campaign at all levels.

ing the first three months, 189 American-manufactured cars were purchased. This rate will most likely increase as the program is expanded.

Consistent with increased use of United States sales outlets, clubs, messes, and U. S. -operated recreation facilities, there has been a corresponding decrease in sales of foreign currencies to United States personnel by Finance Disbursing Officers—a \$1.5 million decrease during the first quarter of calendar year 1961 alone.

Thus, it appears that Army military and United States civilian personnel and their dependents abroad are fully cognizant of the seriousness of the Nation's position in the international balance of payments, and are giving wholehearted support to the President's program to reduce personal expenditures overseas. The soldier and his family once again are demonstrating that they are willing, when called upon, to provide the extra effort. As long as the need exists, they can be counted on for unstinting support.

The Army gets maximum return from outworn and obsolete material in a careful program of



Leroy McCallum

AN ARMY family preparing for a change of station disposes of old furniture to a second-hand dealer.

A trucking firm decides that some of its vehicles have outworn their usefulness and trades them in on new models.

A public utility system disposes of generators that have reached the point of uneconomical return and must be replaced by larger ones.

Whether private citizen, business firm or public utility, it is generally regarded as sound, acceptable practice to dispose of outworn or obsolete articles in as advantageous a manner as possible. Yet today some uninformed individuals persist in the mistaken view that the Army Property Disposal Program, which serves essentially the same purpose on a much larger scale, is somehow synonymous with waste of the taxpayer's money.

Actually, disposal of surplus prop-

erty by the Department of the Army is a manifestation of a basic problem familiar to every country since the days of Julius Caesar. It is a requirement brought about by the ever-present and compelling need to keep the nation's forces modern.

Fundamentally, the Army's disposal process is the same as that of the private citizen or the business firm. Yet there are complicating problems. One is the vastness and scope of the Department's holdings, which involve thousands of items, many of specialized military application, in installations all over the globe.

Depreciation Factors

ANOTHER stems from a misapprehension of bookkeeping procedures and terms, in that the Government does not follow the familiar private business method of "depreciating" goods from year to year. The private business firm can at once show on its books the value of disposable items to the firm, and can know pretty well

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SURPLUS PROPERTY DISPOSAL



their cash value to a possible purchaser. Thus when a private firm sells some item at a tenth of its purchase cost, that firm knows it has received at least 90 percent of its value in service; and prospective purchasers of the old equipment know its approximate cash value in terms of the service it can render.

But when the Army disposes of some object it is listed at its *original* purchase price. Thus it is common to see advertisements by surplus firms that read something like "Desk for sale: \$10. Government cost: \$100." To the ordinary citizen it may well appear that there must be waste somewhere along the line. He is not generally aware that the desk, typewriter, truck, or other surplus item, has given many years of service and has been declared surplus only after a careful process which will be described later.

This depreciation factor is more easily understood if the average person considers his own automobile. He may have paid \$3,000 for it but today

it is worth only \$300 on trade-in. He has used up \$2,700 of the car's value in his daily affairs. He knows that it depreciates in value every year. If he pays personal property tax on it, he reports its decreased value each year. When he decides it is no longer economical to maintain, he understands that the trade-in or resale value is largely determined by its age and condition. Of course the same is true of all the citizen's household goods, but most individuals do not keep a set of books because it is too much trouble.

The Government does not mark down its equipment over the years for the same reason that the private citizen doesn't. Too much bookkeeping is involved. Further, since the Government does not pay taxes on its equipment, it has no reason for handling the bookkeeping as a civilian firm does.

Specialized Materiel

THERE is one more vastly complicated problem that confronts the

Army which does not affect the civilian concern—many items of property have only a military usefulness. A tank, cannon, radar, or a drone aircraft, for instance, would have very limited if any comparable civilian use. And when such large items become obsolete, so of course do many spare parts with little or no counterpart use.

But despite the fact that some of these items date back to before World War II, that they have served their purpose in national defense, that they are now obsolete due to advancing technologies—they still are carried on the books at their original value and often they can be sold only for their scrap value. For lack of an annual depreciation scale, the original acquisition costs are used, causing the casual observer to conclude that millions of dollars are being "thrown away." Actually, the items have served their purpose just as have the instruments of a telephone company which are replaced when more modern models make the old ones obsolete.

In military context, the term surplus personal property is applied to anything from shoe-laces to tanks—any tangible property except real estate. It should be emphasized that the disposing organization has nothing to do with the decisions as to just what materiel is declared surplus. The Supply Managers of the various Technical Services determine which articles are to be declared excess based on retention criteria established by higher authority.

Before any such property is offered for sale, it is thoroughly scrutinized for possible use by other military Services, Federal agencies, or donation to educational, public health or civil defense activities as authorized by Congress. Under this procedure, during Fiscal Year 1960, transfers to Federal agencies amounted to \$167 million, or 5 percent of the total dispositions; donations of surplus property to some \$153 million, or 4.7 percent. Health, Education and Welfare

activities were the largest recipient of surplus Army items, receiving some \$123 million worth in donations.

All together, the Department of Army disposed of items for which it had initially invested \$3.3 billion. Some of this materiel, weapons, heavy equipment and so on, had been in use since World War II and before. About 20 percent, representing an acquisition cost of \$881 million, was expended to scrap because it had reached the end of its useful economic or military life.

About 20 percent or \$653 million was sold as "usable property." Although most of it was well worn, it was so identified because this method usually brings greater monetary returns.

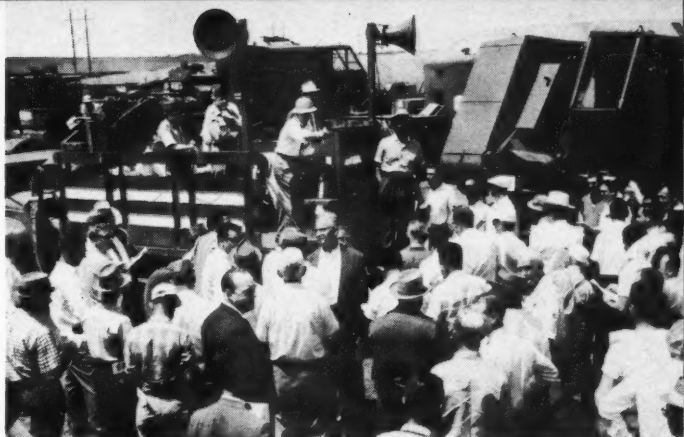
In addition to the methods of disposal cited above, the Army makes every effort to use within its own facilities all materiel which may not be required by a particular installation. Further utilization—that is, withdrawals, redistributions, returns to depot stocks and returns to continental United States from overseas commands—actually accounted for \$966 million, or 30 percent of the total dispositions.

Organization

THE task of disposing of surplus goods to the most advantageous interests of the Government is the responsibility of the Property Disposal Division of the Quartermaster General. This agency develops, coordinates and implements Department of the Army plans, policies and programs relating to world-wide disposal of Army-generated surplus and foreign excess personal property. It also exercises general staff supervision over the entire program, including budget and funding responsibilities.

The U. S. Army Disposal Center, a Quartermaster Class II activity located at Cameron Station, Virginia, performs the management functions implementing plans and policies estab-

Chant of auctioneer sounds at open air sale of equipment at Engineer Depot, Granite City, Illinois.



lished by The Quartermaster General. The Quartermaster General also exercises technical supervisory responsibility through the ZI Army Commanders, Oversea Commanders, and the appropriate Technical Services.

This organization has been in effect since 1 August 1958. Previously, surplus disposal operations at Army installations in continental United States were conducted by Class I Activities under supervision and control of the Commanding Generals of each Zone of Interior Army. The Technical Services were disassociated from the disposal function in the field, although both Ordnance and Chemical Corps did exercise certain supervisory responsibilities at their own industrial installations. When responsibility for staff and technical supervision of the program was delegated by the Deputy Chief of Staff for Logistics to The Quartermaster General, the establishment of the Property Disposal Division followed.

During the past year, a major reorganization of property disposal operations in the Department of Defense took place with the establishment of 35 Consolidated Surplus Sales Offices at selected areas to sell surplus personal property generated within designated areas. Sixteen of these sales offices are under Army control. They conduct sales for 172 military holding activities, of which 108 are under

Army jurisdiction. The remaining sales offices are under control of the other military services which conduct sales for 139 holding activities, of which 34 belong to the Army.

Another major change in disposal operational methods was the establishment of an Armed Forces Surplus Property Bidders Registration and Sales Information Office at Kelly Air Force Base, Texas. This office, under operational control of the Air Force, provides information and services to both the prospective bidder and to the Consolidated Surplus Sales Offices; it maintains centralized bidder lists for all the Services and reproduces and mails out sales offerings to businessmen and commercial organizations throughout the world.

The Property Disposal Program is staffed by some 4,000 persons, serving in the United States and wherever the Army may be located. In addition, another 1,000 indigenous citizens of foreign countries work for the program. Many of these are experts in various fields, such as office equipment, clothing—even metallurgy, since the Army often disposes of precious metals, copper, iron and other metals.

Overseas Operation

SURPLUS property is generated overseas just as in the United States, but disposal of it is complicated by several factors—including economic,

political and security considerations.

Before anything is thrown open to sales in foreign countries, both the political and economic factors are carefully considered. Lateral disposal agreements have been worked out with the various countries where U. S. troops are situated. Sometimes sale of items might be felt by the foreign government to be detrimental to the economy of that particular country. In such cases they are sold for export. In other instances, one country or another may be glad to get the items, in which case they can be imported. In some cases, a foreign government may stipulate that the goods can be sold only after being reduced to scrap.

In all sales overseas, security is paramount. Thus the prospective purchaser must make known just where certain items are to be resold. They cannot be sold for shipment to the Sino-Soviet bloc or Cuba or the Dominican Republic. The would-be purchaser may be allowed to bid on certain items for export to a particular country, but not to some other country where political repercussions may possibly result.

Sales Methods

ABROAD and also in the United States (where the only restrictions are certain monetary ones, as will be described) five types of sales methods are used—sealed bid, spot bid, auction, negotiated and retail.

Many innovations have been introduced to increase financial returns,

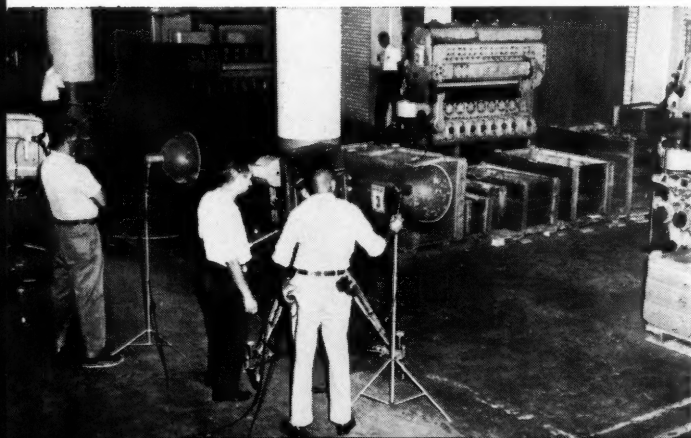
the most dramatic of all being closed-circuit television and telephone auction sales. (See page 58.)

Selection of the method to be used depends to a large degree on what is being sold, the quantity of the goods, and other conditions such as market factors. For many years surplus Army property was sold almost exclusively by the sealed bid method. Any individual except military personnel and Department of Defense civilian employees is eligible to participate in competitive bid type sales.

Commercial type property—the type usually bought and sold in civilian markets—now is generally sold by retail, spot bid or auction methods. Negotiated sales are very closely controlled and are used only to a limited degree. Sales generally are made on a competitive basis with awards going to the highest responsible bidder.

A firm or individual may request that his name be placed on the bidders list to receive sales catalogs, by writing to the Armed Forces Surplus Property Bidders Registration and Sales Information Office, 2100 North New Braunfels Road, San Antonio, Texas. The inquiry should indicate the type of merchandise in which the firm or individual is interested, and the geographical area where he would like to conduct his business.

A variation of the sealed bid is the term contract, which is generally used for items that generate at a constant rate—food, paper waste, trap grease, tin cans, and so on. About 54 percent



Marine equipment at Philadelphia shipyard goes under hammer via television at recent closed-circuit sale.

of all property, exclusive of scrap, sold by the Army during Fiscal Year 1960 was by the sealed bid method.

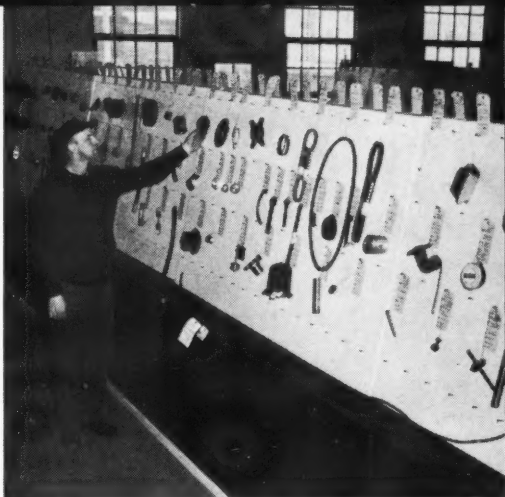
The spot bid method of sale is fast becoming more popular. This combines many features of the sealed bid and auction sales. When bidders are actually able to look at the property during the sale they tend to bid somewhat higher, especially when items of more than average public interest are included. An advantage of this method is that the same item can be offered several times—or as long or as often as necessary to effect an acceptable percentage of return. During Fiscal Year 1960 this method accounted for 32 percent of sales.

Types of Auctions

ALSO growing in popularity is the auction sale. Four types are commonly used—the indoor walk-around, suitable for small limited-value items; the outdoor walk-around, preferable for large items such as vehicles; theater-type, adaptable to a variety of innovations such as use of motion pictures, slides, display tables and photographs to portray items being sold; the farmer-type, using small lots designed to draw customers in rural or sparsely populated areas who desire to purchase items for personal use rather than for resale.

An entirely new concept in selling was introduced by the military services in 1959. Monitored by The Quartermaster General of the Department of the Army, the Armed Forces conducted a closed-circuit television sale of property located at widely separated military installations—Granite City Engineer Depot, Illinois; Shelby Air Force Base, Ohio; and the Philadelphia Naval Shipyard.

In six cities—Boston, New York, Philadelphia, Chicago; Columbus, Ohio, and St. Louis—bidders saw the various items on a television screen, heard them described by auctioneers on the scene of the sale, and thus could enter bids as though on the spot.



Prospective purchasers inspect small items of surplus property arranged on display boards, Columbus General Depot.

The experiment was regarded as highly successful, providing a return of 20.4 percent of acquisition cost of the items.

More recently a telephone auction of Government surplus property was conducted at Atlanta, Georgia, and St. Louis, Missouri, selling property located at ten military installations and one Government contractor activity in five states. This was conducted as a theater-style sale with color slides of each item being projected on a screen at both sites and utilizing a two-way telephone hook-up between Atlanta and St. Louis.

This was one of five test sales to be conducted by the Department of the Army for the Department of Defense during 1961 experimenting with these new methods of selling.

Retail Sales

THE retail sales method is generally limited to small quantities of property having direct appeal to the purchaser such as blankets, hand tools, boots, and furniture. Such sales conducted at various property disposal outlets have resulted in substantially increased returns. This is the only type of sale at which military and civilian person-

nel of the Armed Forces are permitted to purchase.

At such sales, individual items cannot exceed \$250 in acquisition cost, and the total quantity of any one item which can be sold at one installation during any quarter of a fiscal year cannot exceed \$5,000 acquisition cost. Overseas commanders are authorized to deviate from these monetary limitations when conditions warrant.

Selling prices at direct retail sales outlets are established on the basis of comparable commercial prices in the local market area, demand, condition of the items, and experience from competitive sales. Prices thus are established in an attempt to secure the highest possible return. They are never less than 50 percent of acquisition cost for unused items, 30 percent for used items not requiring repairs or reconditioning, and 10 percent for all others, except in the case of salvage or scrap.

It should be stressed again that none

of the property disposal agencies of any of the Services have any decision over what is declared surplus. The various disposal programs are concerned only with getting the most, by a variety of means, for the property that has been so declared by other agencies or other authority.

WHILE the Army believes that its disposal program is designed to give the taxpayer the most for his money, this does not mean that mistakes never occur. The entire matter of property disposal is extremely complex, and not all of the problems have been solved. The Army, therefore, is constantly subjecting its operations to the most critical scrutiny to insure that they are refined to the highest possible degree and that they utilize the latest management techniques. That the disposal program of the Army is succeeding so well is a matter in which The Quartermaster General takes pride.

Going, Going, Gone—Via TV

James H. Jones

Hotel. The occasion was the first closed circuit televised auction of Armed Forces surplus property in the Southeast, using leased lines and directed by Army technicians.

In the somewhat conservative field of property disposal, this was something different. There was a hidden element of suspense, too, as no one—not even the sponsor—was quite certain how the experiment would come out.

As the 400 assembled buyers from 21 States and the District of Columbia fingered their catalogues, a ripple of excitement ran through the audience that smacked of the old Chautauquas. Up for sale was miscellaneous property which originally cost the Army



ON a brisk winter morning in 1960, uniformed military observers mingled with businessmen in the Dixie Ball Room of Atlanta's Henry Grady

approximately \$830,000, including a quantity of aircraft, electrical and signal items with a high acquisition cost but a low utilization value for private industry. Clearly, the occasion called for showmanship—as well as salesmanship—and the Army, as usual, was prepared for the occasion.

The property itself was stored in a large open-end warehouse at Atlanta General Depot, 12 miles from downtown Atlanta. Here TV cameras, manned by a mobile signal crew from Fort Gordon, Georgia, picked up each item and flashed it by microwave to a large screen at the hotel where two colorful government auctioneers, George Beam and Fred Hinkley, alternated in describing the property. Some items brought only a pittance but occasionally the buyers were astonished when certain items sold for more than they cost the Army originally.

As soon as the auctioneer finished his spiel, the camera crew back at the Depot, listening in on a special audio hook-up, flashed another item on the screen. An average of only 90 seconds was required to sell each item. By noon the entire lot had been sold.

Even more significant was the comfort and convenience afforded the buyers by letting them inspect the property via video, rather than having them travel to the site where the property was stored. This saved time, trouble and expense. Comments by observers and buyers were uniformly favorable.

In the afternoon, Air Force property, originally costing about \$1 million and stored at Robins Air Force Base near Macon, Georgia, was auctioned off by a slightly different method. Instead of live presentations, the Air Force items were filmed at the point of storage and then televised.

The most pleasing aspect of the Army sale, from a property disposal viewpoint, was the dollar return. Of

JAMES H. JONES is Information Officer, Atlanta General Depot, Forest Park, Georgia.



the 110 Army items listed with an acquisition cost of \$828,534, a total of 106 were awarded with a dollar return of \$98,516—an overall percentage return of 12 percent as compared with the normal return of 7 percent on spot bids, sealed bids, and other conventional type sales.

Expanding the Market Area

SUCCESS of the closed TV auction inspired the Army to proceed further with the idea of bringing the market to the buyer. In May 1960, Headquarters Third Army, at nearby Fort McPherson, conducted through its Fort Benning Property Disposal Office the first motion picture auction of Army property. Using movies instead of live TV, this auction put up 356 items with acquisition cost of approximately \$5,000,000 and awarded 277 items with a total dollar return of \$345,731 representing an overall percentage return of 7.64 percent.

Most unusual single return of this auction, billed as a "world premiere" for Army property disposal by *The Atlanta Journal*, was the sale of a crane shovel to an Alabama contractor for \$15,750. The shovel didn't have a boom attachment, but the buyer figured he got a real bargain inasmuch as it had cost the Army \$37,150 originally. Naturally, Col. J. M. Kenderdine, Third Army Quartermaster, who directed the sale, was happy with a

return of 42.4 percent on an item that had seen considerable use.

This one instance probably illustrates better than statistics the new trend in Army property disposal methods. By employing superior merchandising techniques such as illustrated catalogues, newspaper advertising and timely news releases by Army Information Officers, the prospective buyer's curiosity is whetted. By bringing in new and up-to-date audio-visual devices synchronized to the exciting chant of able auctioneers, competition is aroused. By making things comfortable and pleasant for the buyer, he sees the colossus of government as a warm, human and friendly agency that is also interested in his well-being.

Salesmanship, in the form of improved visual aids and good auctioneers, frequently stimulates keen rivalry among individual buyers. In a recent sale sponsored by Atlanta General Depot, one buyer jumped another's bid by \$5,000 on a heavy equipment item.

New Trends—New Outlooks

THE introduction of new sales, merchandising, management and sales contracting techniques has also brought about a change of attitude among news media toward government property disposal sales. An Atlanta paper recently devoted an entire page in its feature section to photos and stories of an upcoming sale and then sent one of its top staff writers to cover it. Radio and TV stations in the area have also been cooperative.

The Department of Defense, with keen appreciation of the new look, has consolidated its government surplus property sales offices near centers of population. A recent order combined approximately 315 such sales points into 35 geographical area offices.

One of these, Area 18, is located at Atlanta General Depot, serving parts of the States of Georgia, Alabama, South Carolina and Tennessee. Activated 1 January 1961 with Thomas F.

Rafter as Chief, this Consolidated Surplus Sales Office (CSSO) has 26 employees and the authority to sell surplus property for 15 Army, Navy, Air Force and Marine Corps installations with a total annual surplus inventory in excess of \$50,000,000 acquisition cost.

With concentration has come specialization, more uniformity and better management procedures as well as better cooperation among the services. Buyers lists are being consolidated to eliminate duplication and to provide economy of service.

As it moves toward consolidation and uniformity of property disposal procedures, DOD continues to probe for new methods and sales dimensions. In January 1961 the Atlanta CSSO staged the first telephone auction sale ever attempted by the Armed Forces. Held in downtown Atlanta, this sale disposed of surplus stock with an acquisition cost of nearly \$8 million for a total dollar return of \$665,612.27, representing a percentage return of 15 percent.

Three experimental auctions netted for the government a total dollar return exceeding \$1,000,000, which was about the normal annual average of 21 sales for Atlanta General Depot before the experiment began.

The telephone auction employed a two-way hook-up over leased wires between Atlanta and St. Louis, with an auctioneer stationed in both cities at downtown hotels. Color slides of each of the 254 items were flashed on the screen at the auctioneer's signal. Through this method, buyers in the two cities had a chance to bid against one another. This prevented the "teaming up" of buyers on specific items that sometimes occurs at one-site sales.

The auctioneers took turns at selling and frequently upped each other's bids on property stored at eleven different installations. Facilities were provided at both cities where buyers were registered and assigned numbered identification paddles. Deposits were

In Atlanta hotel room bidders finger their catalogs as various items are flashed on the television screen.



accepted and awards made at both locations.

Exceptional Results

AN interesting feature of this sale was the disposal of Army tugboats and other vessels stationed at the Army Transportation Center in Charleston, South Carolina—property originally costing approximately \$5 million. In order to reach the small category of buyers who would bid on these surplus Army seagoing items, the Atlanta Consolidated Surplus Sales Office mailed out 17,000 invitations to bidders and spent \$1,500 on advertising with 14 newspapers with a combined circulation of 3,500,000, mostly in coastal and seaport cities. It was estimated that these expenditures would result in increased sales of \$15,432.

How correct were these estimates? All of the tugboats put up for sale and one LCM were disposed of at prices ranging from \$30,000 to \$88,000 for a 100-footer. A locomotive that had been placed on sealed bid by Myrtle Beach (S.C.) Air Force Base and withdrawn because the bid of \$2,700 was considered too low, brought \$9,200 at the telephone auction—more than enough to pay for all the advertising!

A lot of 105,000 five-gallon gasoline containers that brought only 51 cents each on sealed bids were put up for resale by telephone auction and sold for 64 cents each, or nearly \$14,000 more than they would have

brought on the sealed bids.

The value of combined advertising, showmanship and publicity in connection with such auctions was further demonstrated by the attendance. A total of 150 registered buyers from 18 States attended the St. Louis auction, while Atlanta attracted 222 registered buyers from 25 States and Canada.

In further pursuit of better returns for the government's surplus property inventory, yet another visual aid medium was sponsored by the Atlanta CSSO in May 1961. Again the setting was the ballroom of the Henry Grady Hotel but this time color slides were used and property sold was restricted to Atlanta General Depot and Anniston Ordnance Depot.

A total of 174 items was offered with an estimated acquisition value of \$1,044,069. The dollar return reached \$270,104 for a rather startling 25.8 percent recovery of the original cost.

As the calendar year moved into its second half, still further plans were in the making for the Atlanta CSSO, including a nationwide closed circuit telephone auction involving six major cities. To further stimulate bidding, the customary 20 percent deposit will be waived for registered buyers.

As one newspaper observed, "Even the most hard-bitten and unreconstructed of taxpayers must applaud the government's effort to get the most for its surplus property in the most original and up-to-date program yet launched in this particular field."



of professional interest

Exercise Swift Strike

Exercise Swift Strike, a two-sided free play maneuver, staged during August, was one of the largest peacetime operations of its type, with some 40,000 Army and Air Force troops participating. Major units included some 30,000 Army troops from the 82d Airborne Division, 101st Airborne Division and XVIII Airborne Corps, and about 400 fighter and troop carrier aircraft of the Nineteenth Air Force, Continental Air Command, Military Air Transport Service, and Tactical Air Command.

Purpose of the large exercise was to train commanders and staffs of units of the U. S. Army Strategic Army Corps; to continue development of procedures for airborne assault operations; provide joint and unilateral training in implemental tactical air operations; and to train the Air National Guard, Air Reserve and Tactical Air Command's Composite Air Strike Force. The exercise was conducted by U.S. Continental Army Command and Tactical Air Command as a test of ability to react to emergency situations.

Cadets on Berlin Duty

Some six hundred Cadets of the U. S. Military Academy—262 from the Class of 1962 and 325 from the Class of 1963—soon will be returning from a month-long tour of duty with combat units of the U. S. Seventh Army and the Berlin Command. The Cadets left during June and July for their summer training, part of which included experience in commanding Army platoons in Europe. Purpose was to give undergraduates appreciation of the duties, responsibilities and living conditions of junior officers.

M-14 Rifle Progress

Acting to expedite manufacture of the new, lightweight M-14 rifle to reequip the Active Army as soon as possible, the Army is now considering a third production source to step up the rate at which the rifles will become available to troops. Currently the rifle is being produced commercially by Harrington and Richardson at Worcester, Massachusetts, and by Winchester-Western Division, Olin Mathieson, at New Haven, Connecticut. Brigadier General Elmer J. Bigson, recently commanding general of Ordnance Weapons Command, Rock Island Arsenal, has been granted extraordinary powers to exercise broad authority in manufacture and supply of the new weapon, which will replace the present M-1 rifle, the submachine gun, automatic rifle and the carbine.

Redstone in Space Flight

A modified "Old Reliable" Army Redstone missile served as the booster for the recent flight of Mercury-Redstone 4, carrying Air Force Captain Virgil I. Grisom on the United States' second manned space flight on 21 July 1961. The Project Mercury spacecraft reached a speed of approximately 5,300 miles per hour, and a height of 118 statute miles in a 16 minute flight that saw it land 305 miles from Cape Canaveral. A Redstone also served as booster in the country's first manned space flight on 5 May 1961 with Navy Commander Alan B. Shepard, Jr., aboard.

SS-11 Antitank System

A license agreement has been signed with NORD Aviation of Paris, France, under which the U. S. Army may manu-

facture the SS-11 antitank guided missile system. The system is a remote controlled, wire guided antitank missile with solid fuel propellant.

Ramjet Target Missile

Successful test firing of the Army's newest supersonic target missile has been concluded at White Sands Missile Range, New Mexico. Known as the NA 273 Redhead/Roadrunner, the ramjet powered target blasted from a standard launcher under power of a 6,000 pound thrust booster rocket and reached sonic speed within five seconds. The booster rocket then fell away and the ramjet engine took over for the remainder of the flight.

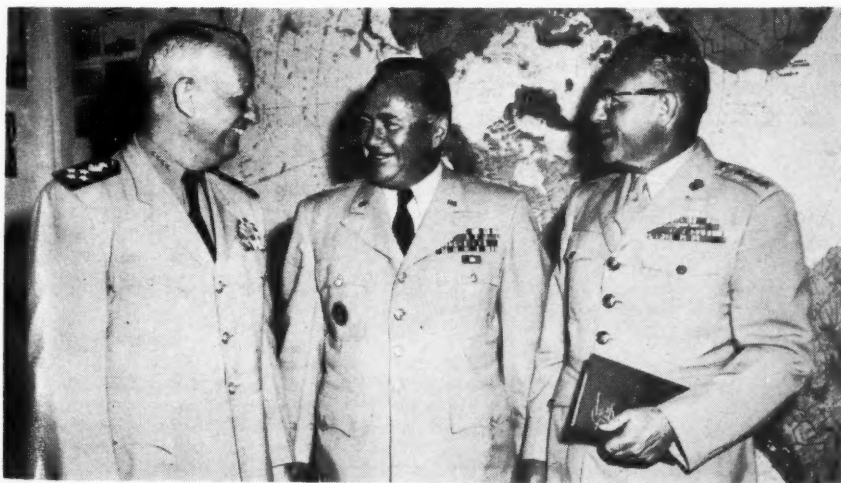
The unit is controlled by a ground command post and can fly from 300 to 60,000 feet, up to twice the speed of sound. It is manufactured by North American Aviation, Columbus, Ohio, Division. Present plans call for test firing Hawk air defense missiles at the target on low level flights, and Nike-Hercules air defense missiles on high level runs.

LARC in Production

Production of 230 all-aluminum amphibian LARC's is underway at the LeTourneau-Westinghouse plant, Peoria, Illinois, under an Army contract. The LARC, successor to the famed amphibious DUKW of World War II, will be powered by a Ford V-8 270 horsepower industrial gasoline engine, thus making it unnecessary to maintain large stocks of engine repair parts. The new amphibian is one of a family of three developed by the Army Transportation Corps, the largest being the 60-ton capacity BARC.

Truck and Engine Production

Contracts totalling more than \$54 million have been awarded for production of 2½-ton trucks and multi-fuel engines to be provided for the Army. White Motor Company, Lansing, Michigan, will produce 3,976 trucks while Studebaker-Packard Corporation, South Bend, Indiana, is to produce 3,995. These will be the first vehicles to be powered by the Army's new multi-fuel engine, which will operate on kerosene, gasoline, diesel fuel, JP-4 jet fuel or a combination.



INTERSERVICE COOPERATION was the theme as a special issue of ARMY INFORMATION DIGEST for July, devoted to the United States Navy, was presented by General George H. Decker, Army Chief of Staff, center, to Admiral Arleigh Burke, left, Chief of Naval Operations, and to General D. M. Shoup, commandant of the Marine Corps. The special issue of the official Army magazine—a product of inter-service teamwork—conveyed information about the Navy to Army readers as part of a joint endeavor to promote better understanding among the Armed Forces. The October edition of the DIGEST will feature the U. S. Air Force.

AUSA Theme—Army Global Frontiers

FORWARD STRATEGY of the United States and the Army's role in providing support for the Nation's global commitments will be emphasized at the 1961 Annual Meeting of the Association of the U. S. Army, to be held 6-8 September at the Sheraton-Park Hotel, Washington, D. C. Theme of this year's meeting is "The Army's Global Frontiers."

Top-ranking Army speakers include Secretary of Army Elvis J. Stahr, jr., and Chief of Staff George H. Decker. Concluding event will be the General George Catlett Marshall Memorial Dinner at which Secretary of State Dean Rusk will speak.

Aspects of the Army's global mission will be discussed by Secretary of Army Stahr; Chief of Staff Decker; General Bruce C. Clarke, Commander-in-Chief, U. S. Army, Europe; General James F. Collins, Commander-in-Chief, U. S. Army, Pacific; Lt. Gen. Barksdale Hamlett, Deputy Chief of Staff for Military Operations; Lt. Gen. Robert W. Colglazier, Deputy Chief of Staff for Logistics; and Lt. Gen. Arthur G. Trudeau, Chief of Research and Development. In addition, senior general officers from six Allied armies are scheduled to speak.

The annual meeting of AUSA attracts leading government, military and industrial officials. More than 3,000 participated in last year's sessions. Attendance at program events this year will be limited to registered AUSA members.

Army Aviation Association National Meeting

THE Army Aviation Association of America will hold its annual meeting at the Shoreham Hotel, Washington, D. C., during the period 3-5 September.

Highlight of the meeting will be the Honors Luncheon on 5 September, at which the principal speaker will be Mr. Najeeb Halaby, Administrator, Federal Aviation Agency. A panel discussion by senior Army personnel on "The Army Looks at its Aviation Future" will be held the same afternoon.

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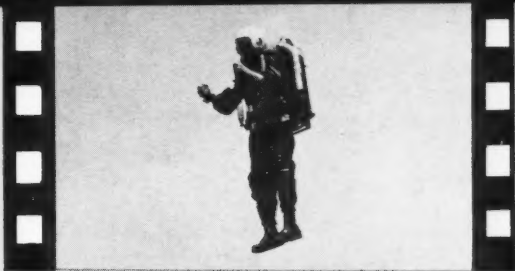
FIRST public demonstration of an experimental rocket lift device—powered by a rocket carried on a man's back to achieve individual controlled free flight—was staged in June during Project Mobility, a Transportation Corps exercise at the U. S. Army Transportation Training Command, Fort Eustis, Virginia.

Earlier, more than thirty successful flights had been made by test engineers at Bell Aerosystems Company, Buffalo, New York, developer of the device under contract with the Transportation Research Command. One engineer rocketed 360 feet and made flight's to the top of 30-foot hills. While no attempts were made to achieve maximum speed, average speed on one test was estimated at 20 miles per hour. Work on the device has been underway since August 1960, but the concept has been under development since 1954.

Basically, the man-rocket consists of a twin-jet hydrogen peroxide propulsion system mounted on a fiberglass corset molded to fit the back and hips of the operator. Metal control tubes attached to lift rings extend forward on each side of the operator. A control stick is used to change direction of flight. A motorcycle-type hand throttle permits regulation of rocket thrust levels to control rate of climb and descent. Pitch and roll are controlled by movements of the operator's body.

Motive power is supplied when hydrogen peroxide is forced under pressure into a gas generator where, in the presence of a catalyst, it decomposes into steam. The steam escapes through the two rocket nozzles. Main thrust from the nozzles is directed toward the ground while jet deflectors provide thrust for yaw control. Position of the rocket nozzles and low temperature of the steam exhaust eliminate any need for protective clothing.

Both the Bell Aerosystems Company and the Army are studying applications of the device for operational units that may be developed under the Small Rocket Lift Device program. Man-rockets may prove capable of transporting foot-soldiers over tortuous terrain, mine fields or water obstacles.



MEASURED RESPONSE

FROM RIFLE BULLET TO NUCLEAR BLAST



U.S. ARMY

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